UNIVERSITY OF KWAZULU-NATAL

ORGANIZATIONAL CULTURE AND JOB SATISFACTION AT TRONOX KZN
SANDS – CPC SITE

By

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ABSTRACT

The aim of this study was to evaluate the organizational culture and job satisfaction at Tronox KZN Sands – Central Processing Complex (CPC) site. The main reason for embarking on this study was based on the number of organizational changes, operating conditions and tumultuous market conditions that the organization has experienced over the past five years. Coupled to this, the business unit faced mine closure and delayed start-up of its greenfields Fairbreeze mine. The study was focused on assessing the organizational culture and job satisfaction at Tronox KZN Sands – CPC site.

A quantitative research study in the form of a survey was conducted using a questionnaire. A disproportionate stratified random sampling technique was used for a population of 634 employees. The sample size was 94 employees with a response rate of 64%. The findings of the research study concluded that there was a relationship between organizational culture and job satisfaction at Tronox KZN Sands – CPC site. There was a marginal majority of positive responses regarding the change management process in the organization. The respondents also indicated the areas of job satisfaction that can be improved.

The main recommendations from the research study include a review of the change management process in the organization. The human resources department needs to conduct an assessment of how fairly employees are treated in the organization. The leaders of the organization need to develop a process to arrange training and formalize a 'recognition of excellence' policy in the organization.

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

Over the past 20 years, globalization has transformed the arena in which organizations compete for market share. Advances in information technology, the internet, mobile technology and the advent of social media have made it possible for companies to compete across the globe. Organizations have to be able to leverage all their resources to remain competitive. Labour or human resources still remains an organization's most vital competitive advantage. Companies have to be continuously striving to create an atmosphere that is conducive to productivity. Organizational culture and job satisfaction are two key areas that can play a pivotal role in an organization's profitability and sustainability. The question is whether there is a relationship between an organization's culture and its sustainability.

Tronox's heavy mineral sands operation on the east coast of South Africa, Tronox KZN Sands (Central processing Complex site) was selected for this research. This chapter outlines the importance that organizational culture and job satisfaction play in an organization. The problem statement and research objectives are also outlined. The chapter also discusses the limitations, descriptive statistics and research methodology of the study. Finally a summary concludes the chapter.

1.2. Motivation for the Study

The global economy was plunged into recession following the Global Financial Crisis of 2008, and South Africa's gross domestic product (GDP) contracted by 2% in 2009 (Treasury, 2009). Since the financial crisis, countries have slowly started to recover

from the recession; however, South Africa has struggled to grow the economy; see figure 1.1.

Figure 1.1: South African GDP Growth Rate
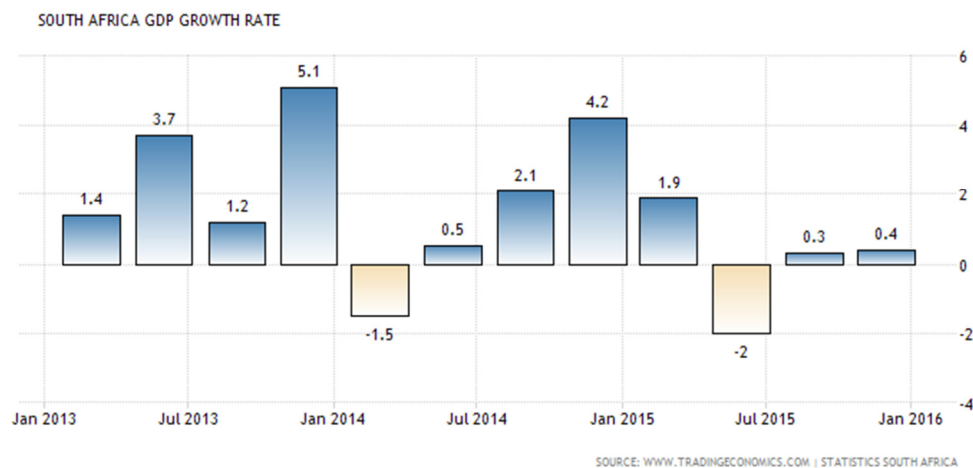
The slow growth in the world GDP and South Africa's stagnant growth have had a major impact on the operations of organizations in South Africa. Companies in South Africa have struggled to sustain profitability and long term sustainability. Since the financial crisis of 2008, commodity prices have been on a downward spiral, as can be seen in figure 1.2. The decline in commodity prices globally has had a dramatic impact on companies that operate in this arena (WorldBank, 2016).

Figure 1.2: Commodity Price Trends
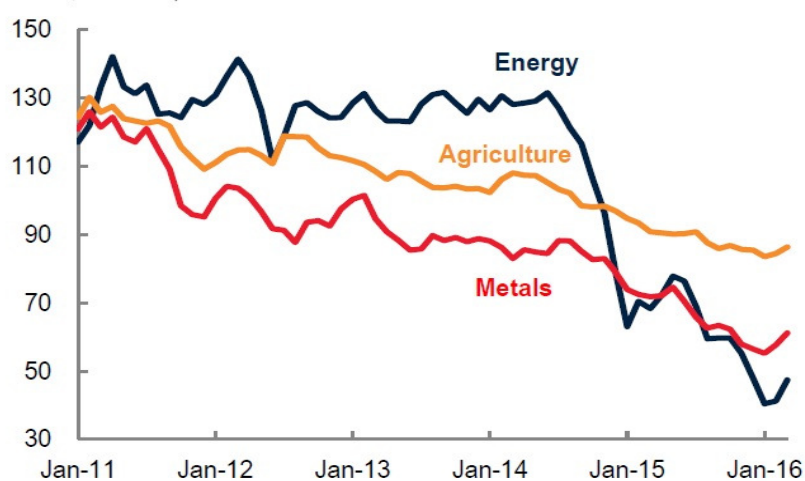
Source: World Bank

The heavy minerals mining industry was not immune to this decline in commodity prices. Over the past 5 years, titania slag, zircon and TiO_2 pigment prices have been steadily decreasing (Barlow, 2015). This has had drastic consequences for the share prices of those companies, affecting profitability, as can be seen in figure 1.3. (RBC, 2015). Companies have had to re-look at their operating practices to ensure long term sustainability.

Figure 1.3: Top 5 Pigment Producer Share Price.
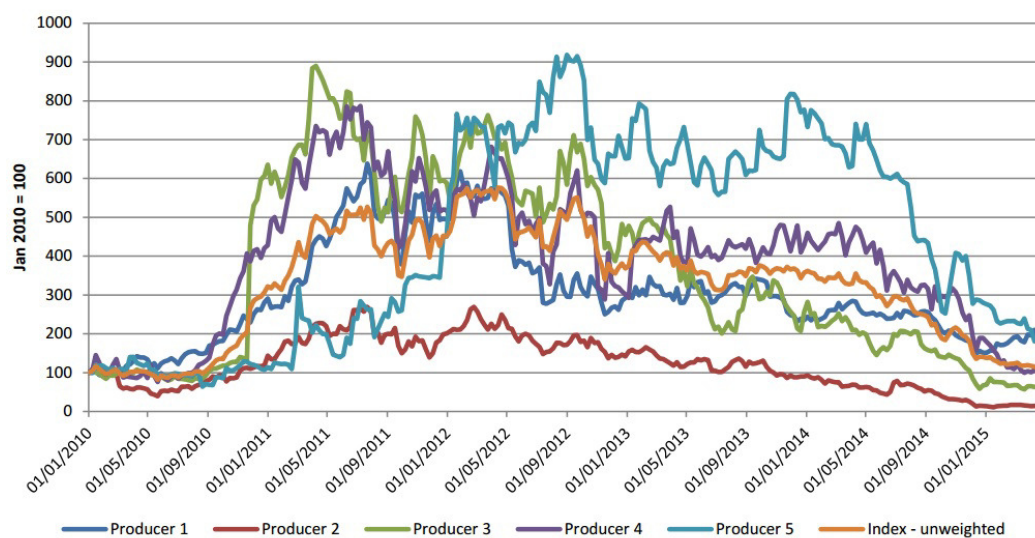
Source: RBC

Tronox Ltd is a listed company on the New York Stock Exchange (TROX). It operates in the inorganic minerals and chemicals field. It has two divisions consisting of the Titanium dioxide operations and Alkali Chemicals (Tronox, 2015a). The company's titanium dioxide division is a fully integrated titanium dioxide company of which KZN Sands forms part. Tronox KZN Sands has a production capacity of 750 ktons of titanium feedstock and 265 ktons of zircon annually and was commissioned in 2001 by Exxaro Resources. The KZN Sands operations on the east coast of South Africa was owned by Exxaro Resources, who disinvested its mineral sands operations to Tronox in June 2012 (Exxaro, 2011).

The KZN Sands operations consist of a mining operation at Hillendale mine and a Central Processing Complex (CPC) in Empangeni. Hillendale mine ceased operations in 2012, after which mining operations would then move to the proposed Fairbreeze mine. Exxaro encountered delays in obtaining mining rights and environmental approval for the Fairbreeze mine. This impacted negatively on operations at the CPC. Feedstock for the two furnaces was alternatively sourced from their west coast operations, Namakwa Sands (MiningReview, 2009). Fairbreeze mine began operations in January 2016 to supply heavy minerals feedstock to the processing plant (Moorcroft, 2016). This was 3 years later than initially planned due to the abovementioned delays in approvals. Faced with poor market conditions, Tronox embarked on a cost reduction program to streamline operations and reduce labour costs, thereby improving business efficiency (Tronox, 2015b).

The KZN Sands operations has had to undergo a number of dramatic changes over the past 5 years, including delays in Fairbreeze mine, closing down of Hillendale mine, sourcing alternative feedstock, being sold to Tronox, poor market conditions & commodity prices and labour reduction initiatives. These operational changes had an influence on organizational culture and job satisfaction at KZN Sands. It is therefore of great importance to evaluate the organizational culture and job satisfaction at KZN Sands.

1.3. Focus of the Study

This study focuses on organizational culture and job satisfaction. The study evaluates the organizational culture and job satisfaction of the employees at Tronox KZN Sands – CPC site, and also establishes whether there is a relationship between organizational culture and job satisfaction.

1.4. Problem Statement

Tronox KZN Sands has undergone a number of operational changes over the past five years, including delayed construction of its new mine, mine closure of its existing mine, acquisition by Tronox and, most recently, a cost reduction initiative to streamline operations. The difficult and turbulent market conditions have also had a major impact on its operations, including reduction in furnace production through shutting down one of its furnaces. The employees have been bombarded with all of these major challenges whilst having to maximize output at the lowest cost. How have all these events affected the organizational culture and job satisfaction of its employees at Tronox KZN Sands? For the organization to be able to ensure long term sustainability, it is vital to understand the current organizational culture and job satisfaction.

1.5. Research Question

The study will address the following research questions:

- What is the current organizational culture within Tronox KZN Sands – CPC Site?
- What are the current job satisfaction levels of the employees?
- Is there a relationship between organizational culture and employee job satisfaction at Tronox KZN Sands?
- Are there differences in job satisfaction levels between the bargaining unit employees and those of the management, supervisory and specialist category?

1.6. Objectives of the Research Study

The objectives of the study are:

- To conduct an assessment of the organizational culture at Tronox KZN Sands – CPC Site.
- To determine the job satisfaction levels of the employees at Tronox KZN Sands – CPC Site.
- To investigate the relationship between the organizational culture and job satisfaction levels at Tronox KZN Sands – CPC Site.
- To compare the job satisfaction levels of bargaining category employees with those of management and specialist category employees in the organization.

1.7. Limitations of the Study

The KZN Sands site has experienced a number of operational changes that are unique to the site. Notwithstanding, this study's main limitation is that it was conducted only at Tronox KZN Sands – CPC site. Further research will need to be conducted to verify if similar findings exist at other Tronox sites. Furthermore, the study is based on employee responses at the CPC site, which may be biased and hence cannot be generalized.

1.8. Chapter Layout

Chapter 1: Introduction

Chapter One describes the motivation for the study; the problem statement is introduced; the research objectives are put forward; and the limitations of the study are discussed.

Chapter 2: Literature review

Chapter Two undertakes a comparative, analytical review of the existing literature on organizational culture and job satisfaction; definitions and dimensions of organizational culture are discussed; and theories for job satisfaction as well as its definition, are put forward.

Chapter 3: Research Methodology

The research methodology used in completing the study is outlined and the research design and data collection methods are highlighted. The chapter also includes a discussion on sampling techniques and statistical analysis of the data.

Chapter 4: Presentation and Discussion of Results

The results of the research are presented in this chapter. Graphs and tables are used to highlight the results and the statistical analysis of the data is also presented.

Chapter 5: Conclusions and Recommendations

The discussion of the results of the study is presented in this chapter. Recommendations are also proposed.

1.9. Summary

This chapter has outlined the motivation for the study, the problem statement, the research questions and the objectives of the study. The limitations of the study are simultaneously highlighted. A chapter outline is also given. The next chapter will present the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Advances in modern technology over the past 20 years have resulted in increased competition between organizations throughout the world. Technological advances in information technology, access to the internet, mobile advancements, social media, online shopping, and improvements in communication have given organizations access to a far larger audience. Organizations can compete for market share throughout the world (McMahon, Barkhuizen, & Schutte, 2014). They need to be competitive in a global market to be sustainable and have to ensure that all their resources are being utilised to their full potential (Haanaes, Michael, Jurgens, & Rangan, 2013).

Porter's Five Forces model (Dauber, Fink, & Yolles, 2012) highlights the five forces that can affect the success of an organization. However, Dauber (2012) emphasizes that, although forces like threat of new entrants, barriers to entry, rivalry and buyer and supplier power, have an impact on the organization achieving its goals, there are a number of companies whose organizational culture has had a greater impact on its success. Human capital is what drives organizational success or failure. An organization's employees operate the equipment, conduct research and development, drive creativity and are the backbone of the service industry. The employees' level of motivation and job satisfaction will influence the organization's competitiveness (Gabcanova, 2011). Organizational culture and the job satisfaction of its employees are vital for the organization's profitability and sustainability.

2.2. Organizational Culture

A company's organizational culture is the guide that influences the behaviours and actions of its employees. It can create a sense of belonging and will therefore influence the manner in which its employees approach their daily activities.

2.3. What is Organizational Culture?

The concept of organizational culture has been researched and documented since the 1800's, however world renown experts, such as Hofstede, Robbins, Denison, Schein, have not agreed on a universally accepted definition (Maharaj, 2005).

Tylor in 1871, defined culture as "the complex whole that includes knowledge, belief, art, morals, custom and any other capabilities and habits acquired by man as a member of society" (Hsu, Woodside, & Marshall, 2013).

Hofstede put forward his definition in 2001, that culture can be defined as "the collective programming of the mind which distinguishes the members of one human group from another" (G. Hofstede, 1980; Maleki & Jong, 2014; Ng, 2009).

Schein's (2010) view is that one can liken the culture of an organization to what personality is to the individual. Schein uses this concept to emphasize that an organization's culture is deeply embedded and cannot be easily changed (Schein, 2010; Whelan, 2015).

Based on Schein's work (Naidoo & Martins, 2014) Martins developed the following definition in 1989 "Organizational culture is an integrated pattern of human behavior

which is unique to a particular organization and which originated as a result of the organization's survival process and interaction with its environment. Culture directs the organization to goal attainment. Newly appointed employees must be taught what is regarded as the correct way of behaving".

Various social scientists have put forward their definitions of organizational culture. Although they have not been able to agree on one clear definition of organizational culture, a number of key concepts are prevalent in their definitions. Each organization will have similar behaviours within it that will give its employees a 'guiding hand' to the acceptable norms in that organization. These behaviours are unique to each organization.

2.4. Organizational culture is not the same as Organizational Climate

Organizational culture encompasses employee values, beliefs and behaviours that are unique to an organization (Manetje & Martins, 2009) whereas organizational climate refers to morale, commitment, employee relations and structure in the organization (Ramloutan, 2011). The organizational climate speaks to the psychological work environment of the employees and is usually evaluated at a departmental level, whilst culture considers the entire organization.

2.5. Why is Organizational Culture important?

All employees need to clearly understand the organizational culture as it guides them in terms of expected behaviours within the organization. When employees also understand the history of the organization, future behaviours are then shaped and guided. When employees understand the norms of the organization, they are guided to expected behaviours and away from unwelcome behaviours. This helps build organizational commitment amongst employees as they work towards common

goals through expected behaviours (Bulach, Lunenberg, & Potter, 2012). Shahzad (2012) highlights three reasons why organizational culture is crucial for companies:

- Organizational culture influences employee behaviour and decision making
- It is the social glue that gives employees a sense of belonging to the organization which is important for employee retention and turnover reduction, and serves as a mechanism to attract prospective employees
- Improves employee efficiency and effectiveness

2.6. The Impact of Organizational Culture

A company's organizational culture has the potential to positively impact the employees' morale and job satisfaction thereby driving the organization's performance (Kotter, 2012). Kotter and Heskett conducted studies over an 11 year period involving over 200 companies. They studied the culture of those companies and found that when companies had a positive organizational culture, it had a significant impact on the company's financial success (Shahzad, Luqman, & Khan, 2012). From the table 2.1 below (Kotter, 2011), the impact of culture on an organization's performance can clearly be seen.

Table 2.1: Impact of Culture on Performance

	Average Increase for Twelve Firms with Performance-Enhancing Cultures	Average Increase for Twenty Firms without Performance-Enhancing Cultures
Revenue Growth	682%	166%
Employment Growth	282%	36%
Stock Price Growth	901%	74%
Net Income Growth	756%	1%

Source: Forbes.com

2.7. Functions of Organizational Culture

The organizational culture gives direction to the organization's employees as to acceptable behaviours and norms. It provides guidance to the workforce about the values of the organization, which are continuously emphasized and enforced through the culture of that organization.

Employees gain a sense of belonging within the organization through the culture of the organization as it provides an identity for the employees. It instills a level of pride and belonging with the organization, whilst improving the employees' commitment to the organization.

Organizational culture emphasizes the acceptable values and behaviours within the organization (Moss, 2014). Organizational culture is especially vital for adapting the behaviours of new employees.

Brown in 1989 (Manetje & Martins, 2009), identified the following additional functions of organizational culture:

Motivation: When employees strongly identify with the organization, through its beliefs, values and behaviours, they tend to work harder and strive for excellence.

Competitive Advantage: The competitive advantage of an organization with a strong positive culture will be superior to other companies. Through its culture, the organization can strive towards continuously improving its organizational performance.

Conflict Reduction: An organization's culture is vital in creating and promoting common understanding. This culture then guides the organization when dealing with problems and differences. Broad guidelines are developed and applied in these situations.

Coordination and Control: Organizational culture impacts positively on co-ordination and control through better cohesion within the organization, therefore employee behaviour is consistent throughout the organization which has a positive impact.

Reduction of uncertainty: Positive organizational culture improves the working relationship amongst the employees. The trust between employees improves and this reduces uncertainly and increases productivity.

2.8. The Four Culture Types

The Competing Values Framework (see fig 2.1.) is used to highlight and describe four types of culture. These cultures are differentiated by whether an organization is internally or externally focused; and whether the organization prefers flexibility to stability (Greenberg, 2011).

Figure 2.1: The Four Culture Types
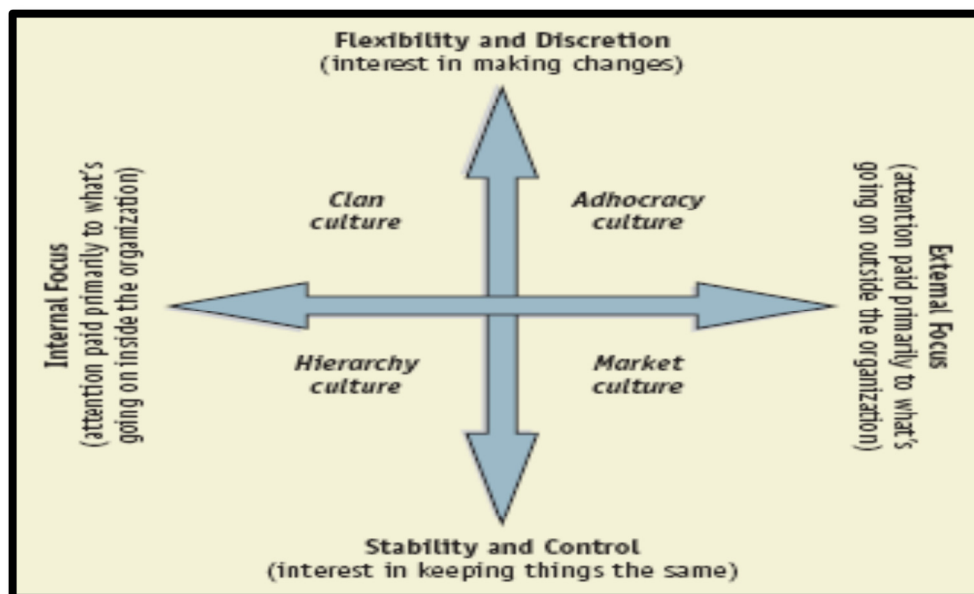
Source: Greenberg 2011

The Clan Culture

A clan culture creates a sociable work environment with an atmosphere not dissimilar to that of a close family or village. The organization achieves success through creating an environment that promotes teamwork, consultation, collaboration and agreement. Organizations with a clan culture tend to have a high degree of flexibility and discretion. Employees focus on what is going on within the organization (Greenberg, 2011). Leaders in this environment adopt a mentoring like role.

The Adhocracy Culture

It can be seen from figure 2.1, that an adhocracy culture favours flexibility and discretion whilst focusing on the external environment. Organizations with an adhocracy culture are typically those that are in a fast paced, high energy environment and need to be flexible and make decisions very quickly. Leaders typically favour an innovative and entrepreneurial role.

The Market Culture

A market culture organization is externally focused whilst preferring stability and control. Employees are focused on goals and are competitive. These organizations are results-driven which improve productivity. Leaders expect the best from their employees.

The Hierarchy Culture

A hierarchical culture is internally focused and prefers stability and control. These organizations follow a very systematic and structured approach of operations. Organizations e.g. government agencies, large corporations, function like well-oiled machines with systems, rules and procedures in place for the organization to follow.

2.9. Strong Culture vs Weak Culture

Table 2.2: Strong Culture vs Weak Culture

Strong Culture	Weak Culture
Strong similar values and beliefs shared throughout the organization.	Employees have dissimilar values and beliefs and therefore experience disconnect within the organization.
Employee behaviours and actions guided in the organization.	Employee actions and behaviours do not follow a guiding norm.
Employees understand what is important within organization	Unclear on what is important in organization.
Strong values and norms guide employee behaviours	No connect amongst employees guiding their behaviours
Increased commitment from employees.	Employees focus on personal goals that may not be in line with organization.
New employees carefully selected to fit with the culture.	Culture does not influence employee selection.

Source: Adapted by researcher

2.10.   Organizational Culture Models

Organizational culture models have been developed over the past 40 years. Three distinct models will be discussed as put forward by the following social scientists.

2.10.1.   Schein's Model

Schein (1985), put forward his organizational culture model in his book on corporate culture (Ford, 2010). He proposed three basic levels in his model (Dauber et al., 2012) seen below in figure 2.2.

Figure 2.2: Schein's Culture Model
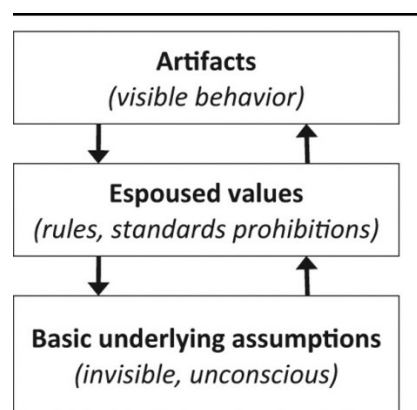
Schein (1985)

Source: Schein (1985)

The model is hierarchical in nature. Artifacts refer to tangible, visible or verbal elements that can be identified in an organization. These artifacts will depict the culture of the organization to an observer. Artifacts refer to structure, logos, corporate clothing and architecture etc. Espoused values are the stated values, policies or guidelines of the organization. An organization voices this through its mission statement, company values, corporate strategy and code of conduct. Basic underlying assumptions refer to the known unconscious behaviours portrayed by the employees.

Schein's model is hierarchical because "visible behaviour influences and is influenced by unobservable assumptions through rules standards and prohibitions"

(Dauber et al., 2012). Katherine Miller gives a good example that illustrates how the three levels interact (Miller, 2012). An organization that has the underlying belief of the change management process being positive could have values of creativity and innovation. These values can manifest into artifacts in the form of brainstorming task teams, implemented ideas being rewarded and incentives.

2.10.2. Hofstede's Six Dimensions

Hofstede describes 6 dimensions that can be used to describe organizational culture (G. Hofstede, Neuijen, Ohayv, & Sanders, 1990; Tabibi, Nasiripour, Kazemzadeh, & Ebrahimi, 2015). These dimensions (refer to fig 2.3.) can be described as follows:

i. Organizational Effectiveness: - This dimension describes an organization as either process-oriented or results-oriented. Process-oriented organizations focus on getting the job done whilst following the set routines of the organization. Results-oriented organizations are structured towards deciding what work needs to be done to achieve an outcome. Gutterman in his analysis of Hofstede's (1990) dimensions, emphasizes that the degree of homogeneity amongst the workforce will influence this dimension. He concluded that vast differences amongst the workers will require a greater degree of process orientation to achieve organizational effectiveness (Gutterman, 2012; G. Hofstede et al., 1990). Goal-orientated organizations are more strategic.

ii. Customer Orientation: - Internally driven organizations believe that they know what is best for the customer, whilst externally driven companies will focus on delivering on the customers' needs. Gutterman, (2012) describes this dimension in terms of flexibility. Organizations need to focus on being globally competitive, especially under current challenging market conditions.

iii. Control: - This dimension looks at work discipline in the organization. It defines the culture's work discipline as either strict or easy going. The nature of an organization's activities will influence this dimension. Organizations that need the employees to be more creative (e.g. marketing, IT) will have relaxed controls. Companies in the production line (e.g. healthcare) will be more disciplined.

iv. Focus: - Focus describes the organizational culture either as locally centred or professionally defined. Are the employees' behaviours guided by their profession or are they guided by peers and managers? Organizations that consist mainly of employees with tertiary qualifications will have a more professional culture. An organization where most employees have not studied further will be guided by the organization.

v. Approachability: - This clarifies the knowledge sharing in the organization. Do new employees feel embraced by their colleagues? An open culture organization will create an atmosphere where new employees feel part of the organization. They do not have to prove themselves. It fosters a learning culture and new employees are easily integrated into the organization.

vi. Management Philosophy: - How do managers handle their employees and the tasks that need to be carried out? Do the managers focus on their employees' wellbeing or are they simply task driven? Management philosophy will guide employee wellness in the organization and this will impact on the employees' commitment to the organization. Gutterman (2012) adds that "an employee oriented organization takes a broader view of its responsibility to employees including an obligation to watch out for their overall well-being".

Figure 2.3: Hofstede's Organizational Culture Dimensions
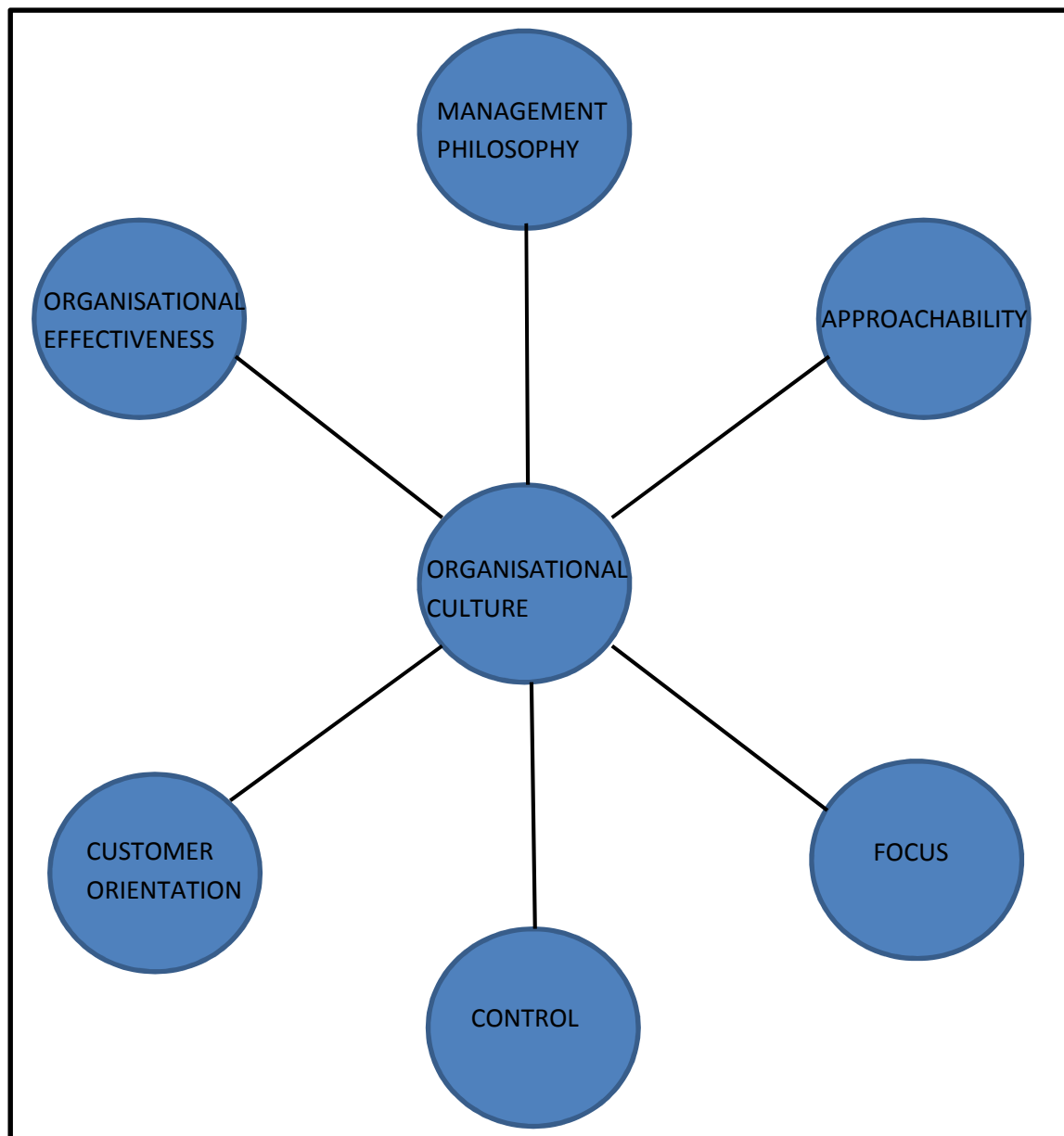
Source: Adapted by Researcher

2.10.3.   Harrison and Stoke's Model

Four dimensions have been identified by Harrison and Stokes. According to Harrison, each organization will demonstrate varying degrees of each dimension. Figure 2.4 below illustrates Harrison and Stokes's model for organizational culture (Naik, 2012).

Figure 2.4: Harrison and Stokes's Organizational Culture Model
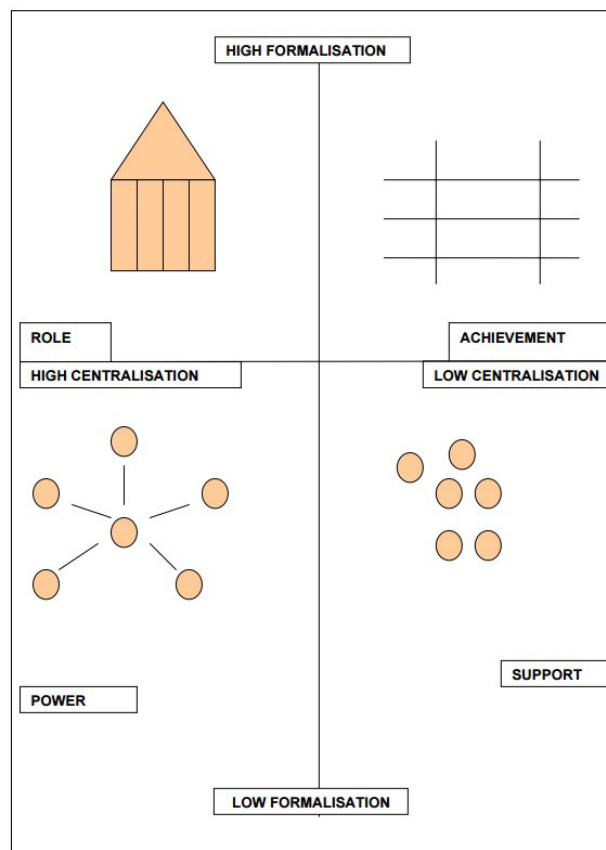
Source: Organizational Culture Model by Harrison (Naik, 2012).

The dimensions are described in terms of formalization and centralization. Centralization will refer to the decision making in the organization being centralized.

Company structures will also take a centralized form to suit this mode of operation (Manetje & Martins, 2009).

Formalisation will describe how the organization's business processes are developed and adopted and will entail an organization establishing rules, policies, procedures, regulations, governances and expected behaviours.

Achievement:

Employees in the organization believe in a common goal of the organization. They have the same shared vision and are strategically aligned to achieve the organization's strategy. Some advantages include unity of effort, high internal motivation and high self-esteem. Disadvantages include sacrificing personal time for the greater good of the organization and 'group think', which can cause critics to be silenced to the detriment of the organization. Figure 2.4 illustrates the achievement dimension as being high in formalization and low in centralisation.

Role:

The role dimension is where an organization is structured in its activities. There is a high degree of business processes and procedures that guide the employees in their daily tasks and activities. Some advantages include efficient operations due to formal structures and the fact that employees understand their responsibilities (Manetje & Martins, 2009). Disadvantages include stifled thinking and creativity, where employees are expected to follow set processes, individual talents and skills are not utilised. Figure 2.4 illustrates the role dimension as being high in both formalization and centralisation.

Support:

The support dimension is also known as people-orientated dimension. The organization values the contributions of the individual, fosters an environment that promotes creativity and leverages individual strengths and talents. Structures are far less rigid, with communication and decision making being carried out informally (Harrison & Stokes, 1992; Naik, 2012). Some advantages include commitment levels and nurturing, and supportive work environment. Disadvantages include avoidance of difficult situations and time taken to obtain buy-in from employees for decisions taken. Figure 2.4 illustrates the role dimension as being low in both formalization and centralisation.

Power:

The power dimension is characterized by high formalization but low centralisation (see figure 2.4.). In these organizations, decision making is carried out in a top down approach. Organizations have a hierarchical mode of operation. Advantages include that the leader provides direction to the organization, charismatic leaders can unify the organization and employees will then believe in a common vision. Disadvantages include employees fearing leadership and hence will not question decisions, abuse of power, cronyism and nepotism (Naik, 2012).

2.11.   The Organizational Culture Assessment Questionnaire

Dr. Talcott Parson's developed a framework based on the functions of any organization (Sashkin & Rosenbach, 2013). He put forward that an organization has the following five functions:

- Managing Change
  All organizations throughout the world operate within a community, market and country. They are therefore influenced by the changes to their

environment. Organizations need to be able to adapt and respond to changes in both the micro and macro environment (Matyesha, 2011; Schiller, 2011).

- Achieving Goals

  Every organization (profit and non-profit) exists to fulfill a purpose. Each organization wants to be able to achieve its strategic vision. Therefore all the employees have to share in this vision and strive towards achieving the organizational goals (Grobler & Warnich, 2011; Hough, Thompson JR, Strickland III, & Gamble, 2011).

- Coordinating Teamwork

  This function is used to measure whether an organization can be able to work in a coordinated manner to achieve its strategic intent. Employees and teams have to be able to work together and not in 'silos' (Ehlers & Lazenby, 2007).

- Building a Strong Culture

  Does the organization have shared beliefs, values and behaviours? A strong culture in the organization will guide the employees to expected behaviours. This will provide a moral compass for the employees (Hough et al., 2011)

- Customer Orientation

  Each organization exists to satisfy a specific need within its micro and/or macro environment. The customers that it serves are ultimately its reason for existing. Organizations need to be able to focus on changing customer requirements for sustainability (Kotler & Keller, 2016).

Figure 2.5 depicts how the researcher linked the five functions identified by Talcott and later refined by Sashkin & Rosenbach to Hofstede's six dimensions of organizational culture. The five functions were adapted and then used to evaluate the organizational culture at Tronox KZN Sands – CPC site.

Figure 2.5: Linking OCA to Hofstede's six Dimensions.
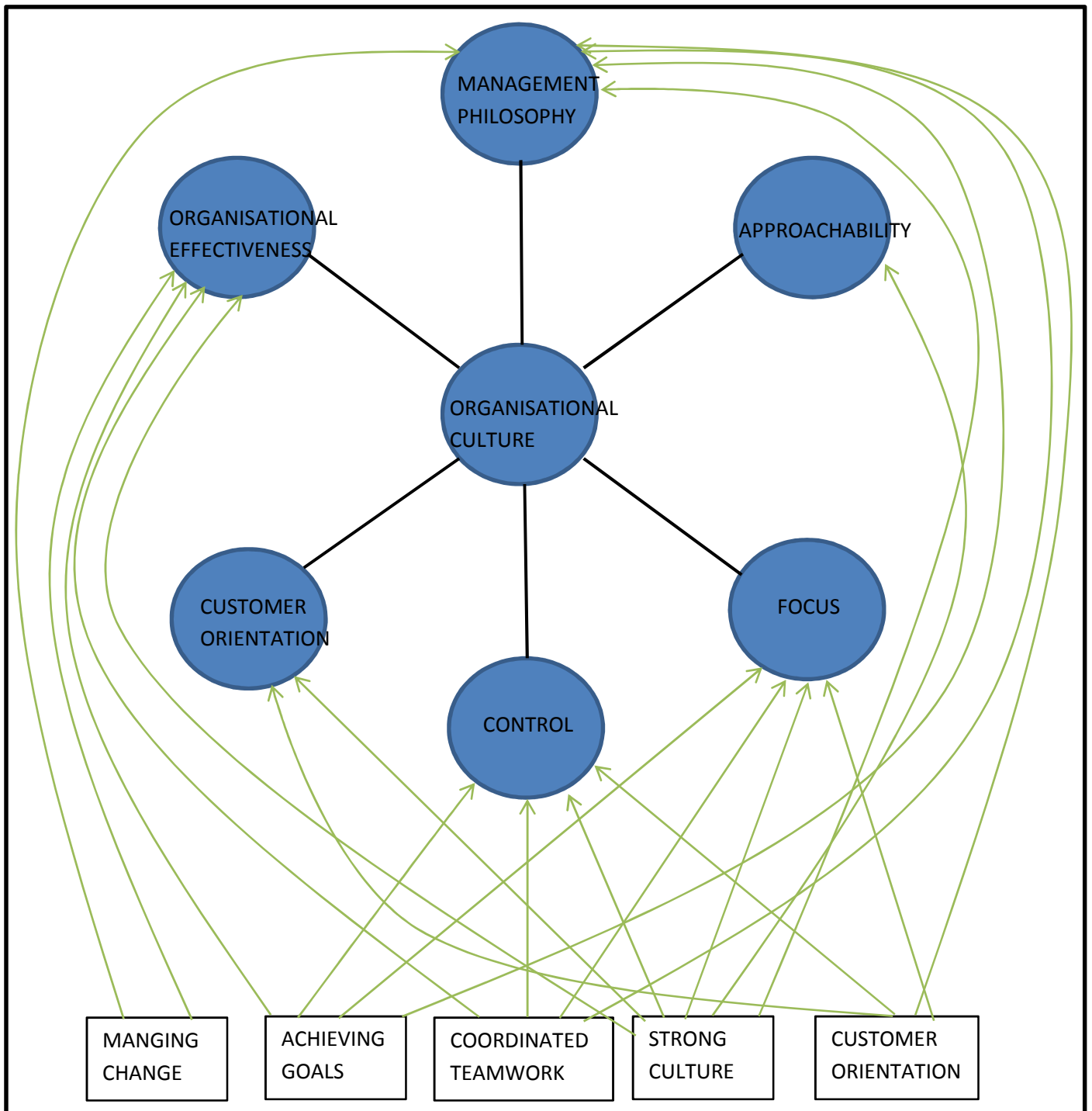
Source: Adapted by researcher

2.12.　Job Satisfaction

Organizations across the globe are continuously competing for survival. This face of competition has drastically changed through the advances of modern technology. Companies can deliver goods and services, through technological advances, to virtually any town or city in the world. During the apartheid era, many countries implemented trade sanctions against South Africa(Levy, 1999). This resulted in a number of international companies, including Ford, Mobil, IBM and General Motors (Knight, 1990) withdrawing from South Africa. During this period, companies in South Africa faced limited competition for goods and services.

On 27th April 1994, South Africa held its first democratic elections which finally brought an end to apartheid (StatsSA, 2013). Sanctions against South Africa from the international community were lifted, which resulted in a number of international brands returning to South Africa. Over the past decade, other popular brands including MacDonalds, Burger King, Walmart and, most recently, Starbucks, have also started operating in South Africa (Shevel, 2015). The battle for survival and corporate success has been impacted by this return of international corporations.

Over the past 20 years, South Africa has encountered a further challenge that has impacted on organizational success. The phenomenon known as 'brain drain', where thousands of highly skilled citizens left South African shores for other countries, has reduced the technical knowledge of the country (Hoppli, 2014). Hoppli (2014) has estimated that more than 750 000 emigrants who were born in South Africa have left the country. He goes on to add that although this resource loss has decreased after the global financial crisis, it is still a positive outflow. This 'brain drain' has, over the past 15 years, increased the competition for suitably qualified and experienced human capital in South Africa.

Globalisation has led to increased competition and greater mobility of knowledgeable and skilled employees as well as technological advances and innovation have resulted in shorter product life cycles whilst decreasing profit margins. Companies have had to develop strategies to deal with these risks (Naqshbandi & Kaur, 2011). Organizations that are operating in the South African arena have been faced with all of these challenges, so they have to utilise and leverage every single advantage that is available to ensure sustainability.

There have been numerous articles that have highlighted and emphasized the importance of human capital in all profit and non-profit organizations. Manufacturing and production processes have made giant strides towards automation since the industrial revolution of the 18th century (Mantoux, 2013) yet despite all the technological advances that have been made in the modern era, in every process there is human intervention to some degree. Automation has improved the efficiency and effectiveness of the production process, however companies still require their employees to oversee the process, and intervene where necessary. Many other organizations that depend on the creativity of their employees e.g. advertising, marketing, entertainment and research and development, are dependent on this creativity and innovation for long term sustainability. The level of satisfaction that an employee has in his job and also in his organization will influence his job performance and output, therefore an employee who is satisfied in his career will normally be highly productive (Jena, 2014). Low levels of job satisfaction amongst the employees in an organization will lead to poor work performance, absenteeism and high staff turnover. This will ultimately have a negative impact on the organization's performance.

2.13. Definition of Job Satisfaction

The level to which an employee derives satisfaction in his job is based on a number of different facets related to his job, including but not limited to, job security, work atmosphere, working conditions, salary, benefits, promotional opportunities, recognition and working relationship with supervisor and colleagues. Vast research

into job satisfaction has been conducted over the last century, with a number of definitions for job satisfaction arising.

An employee's job satisfaction can be defined as a collection of feelings and beliefs about his job (Jones & George, 2009). Gibson (2000) has defined job satisfaction as the way an employee expresses his happiness with his current job and the tasks assigned to him. The extrinsic and intrinsic value attached to that job would result in different levels of job satisfaction (S. Maharaj, 2010). An employee derives extrinsic job satisfaction when the employee receives external appreciation for a job well done. The extrinsic sources include company recognition, bonuses, colleague's appreciation and salary increases. When an employee achieves a sense of accomplishment, personal growth and development at the end of a difficult task, this can be regarded as intrinsic job satisfaction.

2.14. Theories of Job Satisfaction

The following theories will be discussed:-

- Maslow's Needs Hierarchy
- Hertzberg's Two Factor Theory

2.14.1. Maslow's Needs Hierarchy Theory

Abraham Maslow cited five basic needs in his theory. These needs, in ascending order, are physiological needs, safety needs, belongingness and love needs, esteem needs and self-actualization needs. An employee is confronted initially by the first need and that will be his main motivator. When the employee meets this need he will attain a level of job satisfaction. Maslow's hierarchy of needs is extremely valuable to managers and supervisors when dealing with their subordinates. A

supervisor must first identify which need an employee is attempting to fulfill. Thereafter, guiding and assisting that employee to attain that need through strategic goal setting will lead to a satisfied employee and achieving the organization's targets. The figure below illustrates Maslow's Hierarchy of Needs.

Figure 2.6: Maslow's Hierarchy of Needs
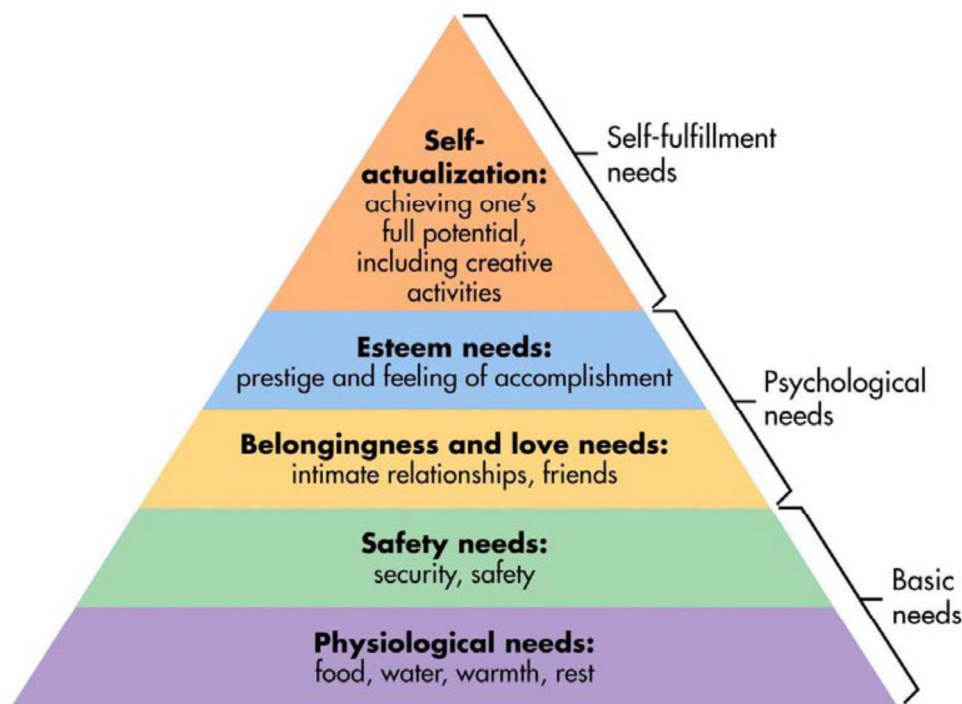
Source: (Maslow, 1997; Robbins, Judge, Odendaal, & Roodt, 2009)

Maslow proposed that an individual will first endeavor to fulfill his need for food, water, warmth and rest, known as physiological needs. Thereafter, he will focus on making sure that his safety and security needs are met. These two lower needs are grouped together as basic needs (Ramloutan, 2011). These needs are satisfied externally.

The third need, according to Maslow, that will then be satisfied is the belongingness and love need. An individual satisfies this need by finding love, developing

relationships and having families. This need includes building and maintaining social circles, being part of a community and working relationships with colleagues. The fourth need is one of achieving a sense of accomplishment. Man satisfies this need through recognition and appreciation as well as job satisfaction. These two needs are grouped together as psychological needs(Robbins et al., 2009).

The self-actualization need is the fifth need which deals with achieving one's full potential and fully utilizing one's talents and skills. This need is categorized as the self-fulfillment need (Robbins et al., 2009).

In an organization, an employee utilises his remuneration to take care of the first two needs, also known as basic needs. An employee's third need is fulfilled through his social relationships with friends, family and religion. Employer's need to take cognizance of the employees' fourth and fifth needs of esteem and self-actualization, respectively. Managers and supervisors can leverage employee performance through their esteem and self-actualization needs (Ivancevich, Konopaske, & Matteson, 2011).

2.14.2. Hertzberg's Two Factor Theory

Hertzberg conducted in-depth research before publishing his Two Factor theory which later became known as the Hygiene-Motivation Theory. Based on his research, Hertzberg concluded that extrinsic factors like working conditions, salary, policies etc. would lead to employee dissatisfaction. Fulfillment of these factors does not lead to job satisfaction, but purely stops job dissatisfaction. Hertzberg asserts that only after these extrinsic factors, which he called hygiene factors, were fulfilled could the employee's job satisfaction needs be satisfied. These intrinsic job satisfaction needs include advancement, recognition, achievement etc.(Sarwar & Abugre, 2013).

2.15. Elements of Job Satisfaction

The five elements of job satisfaction were highlighted and discussed by (Kreitner & Kinicki, 2013).

Table 2.3: Job Satisfaction Elements

Job Satisfaction Elements	Description
Needs	Job characteristics allow for fulfillment of employee needs.
Discrepancies	Satisfaction is achieved when the employee's expectations are met.
Value Attainment	An employee's job caters for his personal career development and growth.
Equity	Fair treatment of all employees.
Dispositional/Genetic Components	An employee's personal traits and genetic factors influence job satisfaction.

(Kreitner & Kinicki, 2013)

In 2015, the Society for Human Resource Management conducted its annual research into employee job satisfaction and engagement. From this report, the SHRM listed the top six aspects that contributed to employee job satisfaction as: (SHRM, 2015)

- Respectful treatment of all employees at all levels
- Compensation/pay (overall)
- Benefits (overall)
- Job security
- Trust between employees and senior management
- Opportunities to use your skills and abilities in your work

The elements of job satisfaction, as identified by Kreitner & Kinicki (2013) and the Society for Human Resource Management were used to measure job satisfaction at Tronox KZN Sands – CPC site.

2.16.   The Influence of Organizational Culture towards Job Satisfaction

According to Martin's definition of organizational culture (Naidoo & Martins, 2014), employees demonstrate similar behaviour patterns that can be unique to that particular organization. These behaviours are developed and nurtured with the distinct purpose of the organization achieving its goals.

Job satisfaction can be defined as having a positive attitude towards one's work. Hence, an employee with a high job satisfaction level will deliver better results than someone who is dissatisfied with their job (Javed, Balouch, & Hassan, 2014).

Employees in an organization will have shared values and beliefs and will therefore exhibit similar behaviours.   The organization's culture can therefore foster behaviours that are vital for the organization's success. A strong positive culture can create an environment where the employees are motivated, feel free to innovate, express their opinions to management and assist co-workers through difficult or strenuous tasks.

Employees gain a sense of accomplishment by being able to contribute towards the success of the company in their respective fields.   This also increases the job satisfaction levels in the organization.

An organization's culture is the 'social glue' that brings together employees in the workplace for a common purpose and guides employees to acceptable behaviours and actions. A strong positive organizational culture will improve employee job

satisfaction, thereby ultimately improving the productivity and sustainability of the organization (Sempane, Rieger, & Roodt, 2002).

2.17.   Summary

Chapter two focused on analysing the available literature on organizational culture and job satisfaction. Hofstede put forward six organizational culture dimensions. These dimensions have been associated by the researcher to the five functions of organizational culture by Talcott. Research has also clearly illustrated the link between organizational culture and its performance and highlighted the importance of employee job satisfaction and how it impacts on their performance. This study will focus on organizational culture and job satisfaction at Tronox KZN Sands – CPC site. The next chapter will outline the research methodology employed for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

In the previous chapter, a review of the applicable literature was conducted. In this chapter, an overview of the methodology employed to conduct the research into the organizational culture and job satisfaction of employees at Tronox KZN Sands is discussed. The aims and objectives of the study are highlighted. The process followed during the research is discussed, including research design, research methods and statistical techniques.

3.2. Aim

Through globalisation, it has become vitally important that organizations are able to compete on an international level to ensure long term sustainability. Organizations have to improve their efficiencies and ensure streamlined operations. Leveraging all their resources, including their most important asset - human capital, will drive the organization to its strategic objective (Allen, 2014). Previous studies (Naidoo & Martins, 2014; Sempane et al., 2002) have highlighted the role culture plays in an organization. This study will assess organizational culture and job satisfaction at Tronox KZN Sands – CPC site and, in this regard, will also establish whether there is a relationship between organizational culture and the job satisfaction of employees at Tronox KZN Sands – CPC site.

3.3. Objectives of the Study

The objectives of the study are:

- To conduct an assessment of the organizational culture at Tronox KZN Sands – CPC Site.
- To determine the job satisfaction levels of the employees at Tronox KZN Sands – CPC Site.
- To investigate the relationship between the organizational culture and job satisfaction levels at Tronox KZN Sands – CPC Site.
- To compare the job satisfaction levels of bargaining category employees with that of management and specialist category employees in the organization.

3.4. Research Philosophy

Research in the business arena follows two distinct approaches: a quantitative or qualitative approach.

- Quantitative Approach

The quantitative approach follows scientific reasoning in that it is based on cause and effect principles. Theories are tested by following a laid out research design and measured-against objectives (Sekaran & Bougie, 2013). Hypothesis testing is carried out and conclusions drawn. These can be generalised to the population.

- Qualitative Approach

A qualitative approach argues that social behaviours need to be understood and that the researcher must first understand the behaviours being studied in order to gain clarity and give consideration to these behaviours and thereby gain insight into his study (Saunders, Lewis, & Thornhill, 2012). The research is usually done through a

process of interviews, where open-ended, probing questions are utilised to gain greater knowledge on the social aspects being studied.

A quantitative approach was considered more appropriate for this study as it involved assessing organizational culture and job satisfaction at Tronox KZN Sands – CPC site. It was therefore necessary to conduct the research over a number of departments and sections, as well as over the various organizational levels. The quantitative approach allowed the researcher to be able to derive a number of generalisations for the population.

3.5. Research Design

There are three types of research studies that can be conducted. The type of study carried out is dependent on the research knowledge available. These are:

- Exploratory Study

A researcher will conduct an exploratory study when there is minimal information available about the research. The researcher will need to conduct an investigation to better understand the problem and gain insight. For this purpose, subject matter experts and specialists can be interviewed to gain knowledge. This study is flexible, and as the researcher gains insight and knowledge he can adapt the study (Saunders et al., 2012).

- Descriptive Study

A researcher will conduct a descriptive study when he wants to understand the characteristics of the population or the researcher could be seeking to ascertain if there is a relationship between variables (Sekaran & Bougie, 2013).

- Causal Study

In a causal study, the researcher wants to understand how the change in one variable will affect another variable. The researcher also wants to establish dependent and independent variables.

A descriptive study was carried out for this research project. The study sought to assess the organizational culture and job satisfaction at Tronox KZN Sands – CPC site. The study also included establishing whether there was a relationship between organizational culture and job satisfaction at Tronox KZN Sands – CPC site.

3.6. Participants and Location of the Study

The study is targeted at the permanent employees of Tronox KZN Sands – CPC site. Tronox KZN Sands has two operations on the east coast of South Africa: the mining site is Fairbreeze mine, located 5km south of the town of Mtunzini, whilst the Central Processing Complex is 5km outside of Empangeni. The two sites operate independently of each other, with the mine supplying feedstock to the CPC. The CPC was chosen for the study because of the organizational changes experienced by the researcher and colleagues and because it has an established operation already, whereas the mine was only recently commissioned with a newly appointed operations team. An analysis of the CPC employee list was conducted by the human resources department which revealed that the target population totalled 428 employees.

3.7. Sampling

The population of Tronox KZN Sands – CPC site refers to the total number of permanent employees, totalling 428 employees. Sampling is the process of selecting elements of a population that will have characteristics that are representative of the entire population (Sekaran & Bougie, 2013). Sampling

therefore will enable a researcher to conduct his study without having to study the entire population, thereby reducing costs and time taken. The sampling frame for the population is the human resource records for all employees at the CPC site.

Sampling falls into two categories:

- Probability Sampling
- Non-probability Sampling

3.7.1. Probability Sampling

Probability Sampling occurs when all elements in a population have a known non-zero chance of being selected. Unrestricted or restricted probability sampling can occur (Sekaran & Bougie, 2013).

- Unrestricted Probability Sampling

  This is commonly known as simple random sampling. Each element in the population has the same non-zero chance of being selected for the sample. This method of sampling can be expensive and cumbersome but also offers the advantages of being the least biased and having the most generalizability (Page & Meyer, 2000).

- Restricted Probability Sampling

  This method offers greater efficiency than simple random sampling. There are five complex probability sampling designs:
  - Systematic sampling – based on a known sampling frame, every n^{th} element is selected. Systematic bias can occur.
  - Stratified random sampling – elements in the population are first divided into applicable sub-groups before random selection occurs.
  - Proportionate stratified random sampling - occurs where elements from each sub-group are selected proportionally to its total.

Disproportionate stratified random sampling is where elements are not selected in proportion.

- o Cluster sampling – clusters are formed from the target population. Random clusters or elements from clusters are selected (Sekaran & Bougie, 2013). Area sampling is a form of cluster sampling and is used where geographic locations are sub-divided into smaller areas.

- o Double sampling – refers to a process where an initial sample is analysed then later a sub-sample of this sample is analysed in-depth.

3.7.2. Non-probability Sampling

In non-probability sampling there is no chance or randomness for elements to get chosen and hence no generalizations can be made. Convenience and purposive sampling are the two categories for non-probability sampling (Sekaran & Bougie, 2013).

- • Convenience Sampling

  Elements are selected based on convenience. It is typically used for exploratory research to enable researchers to quickly and easily obtain information.

- • Purposive Sampling

  Purposive sampling is used when specific information is required and hence specific elements need to be selected. Purposive sampling includes judgment and quota sampling (Sekaran & Bougie, 2013).

  - o Judgement sampling – used when only specific elements have the necessary or required information. The researcher then uses his judgement on which elements should be selected.

  - o Quota sampling – elements are sub-divided into groups. Specific numbers from each group are selected to ensure adequate numbers of each group are selected.

For the undertaken study conducted at Tronox KZN Sands – CPC site, disproportionate stratified random sampling was used. For the executive category, the survey was sent to all four employees. For the management and specialist category, including supervisory level, the employees were first arranged according to department and then in alphabetical order. The survey was then sent to every 4th employee. Similarly, the bargaining unit employees were arranged according to department and then alphabetical order. The survey was then sent to every 5th employee. The survey was sent out to the three job levels as illustrated in table 3.1 below.

Table 3.1: Job Level Survey List

	Total Employees	No. of Surveys Sent to	% of Total Employees
MANCOM (EXCO)	4	4	100%
Management & Specialist	129	31	24%
Bargaining Unit	295	59	20%
	428	94	22%

3.8. Research Strategy and Instrument

For the purposes of a study, data can be collected using the following methods: including interviews; observations; surveys; testing; focus groups; and transaction logs. Questionnaires, checklists, interview schedules and log-sheets are some of the instruments used for collecting the data (Sekaran & Bougie, 2013). A survey was selected for this study because surveys are cost effective and because they enabled the researcher to survey a large sample size (Saunders et al., 2012).

By contrast, when using the interview process to collect data, the costs and time required increases. This can be attributed to requiring a skilled interviewer and interviewing the elements of the sample either in focus groups or individual interviews. A skilled interviewer is required to be able to accurately record observations of body language during the interview process. Administering a questionnaire reduces both costs and time taken. An electronic questionnaire with predefined answers was selected as the instrument for this study (Sekaran & Bougie, 2013) as it enabled the researcher to contact the entire sample size easily.

3.9. Questionnaire Design

A questionnaire was selected as the instrument for conducting the survey. By administering the questionnaire electronically, the research was done both timeously and cost-effectively. QuestionPro was utilised to ensure confidentiality and reliability of the responses. By utilising QuestionPro, quantification and verification of the data could be done easily. The questionnaire had comprised of three sections of questions with pre-defined answers, including an introduction page.

- Questions 1 - 3:   Biographical data
- Questions 4 – 8:   Organizational Culture questions
- Question 9:   Job Satisfaction questions

The introduction page introduced the research study and advised the respondents of the voluntary nature of the study. The respondents were assured of the confidentiality of their responses. The university's ethics committee contact details were also attached. The biographical data consisted of predefined answers. For questions on organizational culture and job satisfaction, a five point Likert scale was used. For all questions, respondents could select only one option. Respondents had to give their consent before proceeding with the questionnaire.

3.10. Reliability and Validity

Reliability testing is performed to check that the instrument is free from random error. Reliability of the research findings, in terms of consistency and credibility, must be ascertained as it can influence the generalization of the results. When using Likert-type scales, it is imperative to calculate and report Cronbach's alpha coefficient for internal consistency reliability for any scales or subscales one may be using (Gliem & Gliem, 2003). A Cronbach coefficient alpha of at least 0.700 is required. The coefficient is based on the number of questions on the questionnaire (more than 10). Cronbach coefficient alpha was used to test the correlation of the variables.

For this study, the Cronbach coefficient alpha is:

Table 3.2: Cronbach coefficient alpha

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.904	29

From the table 3.2 above, it can be seen that the score is within range of the reliability test of 0.904. A Cronbach coefficient alpha of 0.902 for the instrument is 0.2% within the acceptable valuable.

Validity can be ascertained by conducting the following validity tests:

Content validity – ascertains whether the research covers a representative number of items for the concept being studied (Sekaran & Bougie, 2013). The five functions put forward by Sashkin were linked to Hofstede's dimensions, hence content validity was ascertained.

Criterion-related validity – this is achieved by being able to differentiate between individuals on a criterion (Sekaran & Bougie, 2013).

Construct validity – is ascertained when the research study results are linked back to the theory and to existing knowledge (Sekaran & Bougie, 2013).

The literature review was vital in ensuring that criterion-related validity and construct validity were achieved.

3.11. Pre-testing and Administration

Pre-testing is a crucial step in the research process. A researcher can use the pre-testing step to achieve the following (Sekaran & Bougie, 2013):

- Identify potential problems with the questionnaire, which can include ambiguity, misleading questions, grammatical errors and questions that are difficult to understand
- Obtain suggestions on how to improve the questionnaire
- Reduce bias
- Time taken to complete the questionnaire

Five elements from the population were selected for the pre-test. Some vital findings arose from the pre-test. The length of service intervals did not include 20 years of service. Spelling and grammatical errors were also corrected. Positive feedback from the pre-test showed that the questionnaire was easy to understand and that the

time taken to complete the questionnaire was approximately 5 minutes. A vital finding picked up during the pre-test was that the email containing the survey link reverted to the junk mail folder of the pre-test candidates. This information was crucial in that it pre-empted a low response rate for the survey as action could be taken to address this.

An initial email from the researcher was sent to all the respondents selected for the survey. In this email, the researcher described the reasons and purpose of the study. The respondents were assured of their confidentiality throughout the study and that their participation was entirely voluntary. The researcher's contact details for queries and questions were provided, as well as ethical clearance details. The survey was then sent out to all respondents. Thereafter, a follow-up email was sent to respondents to check the junk mail folder for the survey email. The researcher addressed questions from respondents.

3.12. Data Analysis

The use of QuestionPro to administer the survey was extremely useful in analysing the data. QuestionPro was used to collect and code the data. Thereafter, descriptive statistics were used to present the information in the form of frequency tables. Frequency graphs were used to visually display this information. Inferential statistics were used to analyse the data for relationships.

Data was analysed in the Statistical Package for Social Scientists (SPSS) version 23, with tables and figures provided. SPSS is self-weighting and easy to use through its drop down menu. Data was analysed at 95% Confidence Interval (Norusis, 2011) where descriptive statistics and multivariate analysis were run.

3.13. Summary

Chapter three described the research methodology utilised by the researcher to conduct the study. This chapter included the aim, objectives, sampling methods, questionnaire design and data gathering protocols used. The research study followed a quantitative approach for the survey with a questionnaire as the instrument. This was administered electronically via QuestionPro. Descriptive and inferential statistics were used to analyse the data. Chapter four will present the research results and findings.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.1. Introduction

This chapter presents the research findings and results of the study conducted in the area of organizational culture and employee job satisfaction at Tronox KZN Sands – CPC site. The results will be presented in a series of tables, charts and graphs. Descriptive and inferential statistics will be used to analyse the data from the research study.

Data was analysed in the Statistical Package for Social Scientists (SPSS) version 23, with tables and figures provided. Data was analysed at a 95% Confidence Interval (Norusis, 2011) where descriptive statistics and multivariate analysis were run.

The following analysis was done: univariate (descriptive), bivariate (cross tabulations) and multivariate (factor analysis). Trends are used to illustrate the demographics and descriptive statistics.

4.2. Frequency Analysis

The questionnaire was sent out to 94 out of a total of 428 employees working at Tronox KZN Sands – CPC site. Sixty four respondents completed the survey, resulting in a response rate of 68%. On average, the survey took 8 minutes to complete.

4.3. Demographic Analysis of Respondents

The questionnaire included the following demographics: years of service, academic level and job level. Each of these factors was considered to be important as they could potentially impact on the responses by virtue of the individual respondent's perceptions. These factors would therefore be an important component of the study. Figures 4.1. – 4.3 illustrate the respondent demographics.

Table.4.1: Respondent Years of Service

Years of Service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<10 yrs	27	42.2	42.2	42.2
	10-19 yrs	32	50.0	50.0	92.2
	20-29 yrs	3	4.7	4.7	96.9
	>29 yrs	2	3.1	3.1	100.0
	Total	64	100.0	100.0	
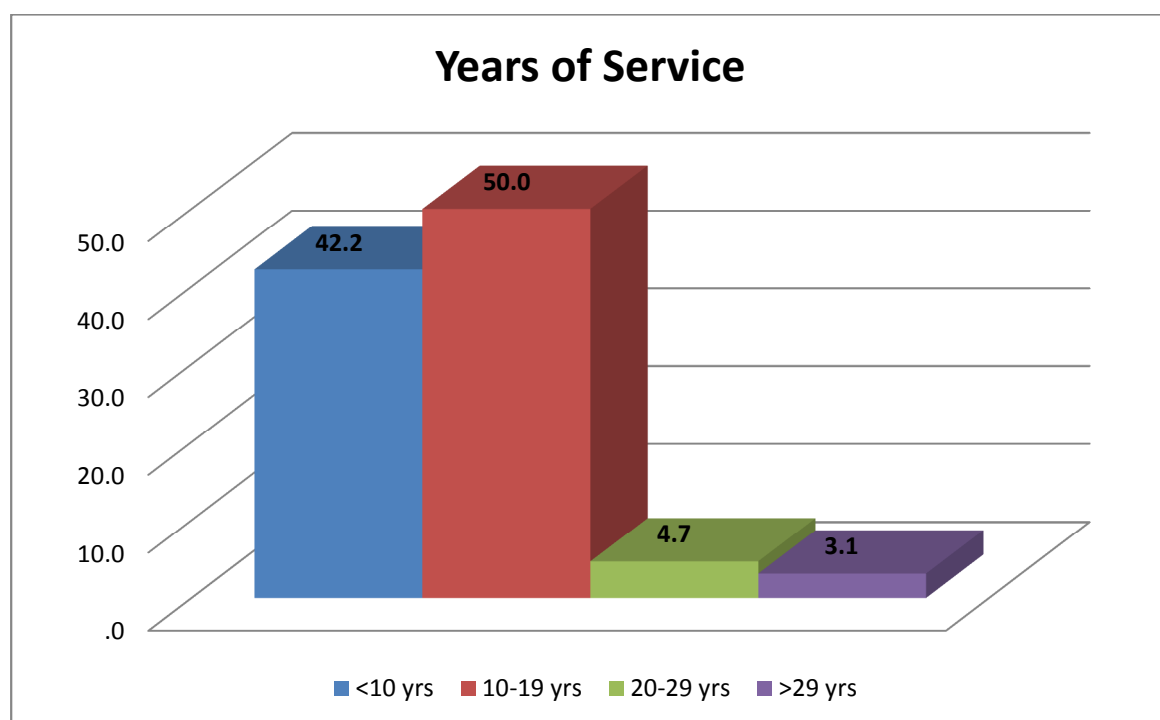
Figure 4.1: Years of Service of respondents

Figure 4.1. shows that 50% of the respondents have between 10 and 19 years of service with the company. There were 42.2% of respondents who had <10 years of service, whilst 4.7% had 20-29 years of service and 3% of respondents had >29 years of service with the company.

Table 4.2: Respondent Academic Level

Academic Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	3	4.7	4.7	4.7
	Matric	20	31.3	31.3	35.9
	Diploma	22	34.4	34.4	70.3
	Degree	10	15.6	15.6	85.9
	Other	9	14.1	14.1	100.0
	Total	64	100.0	100.0	
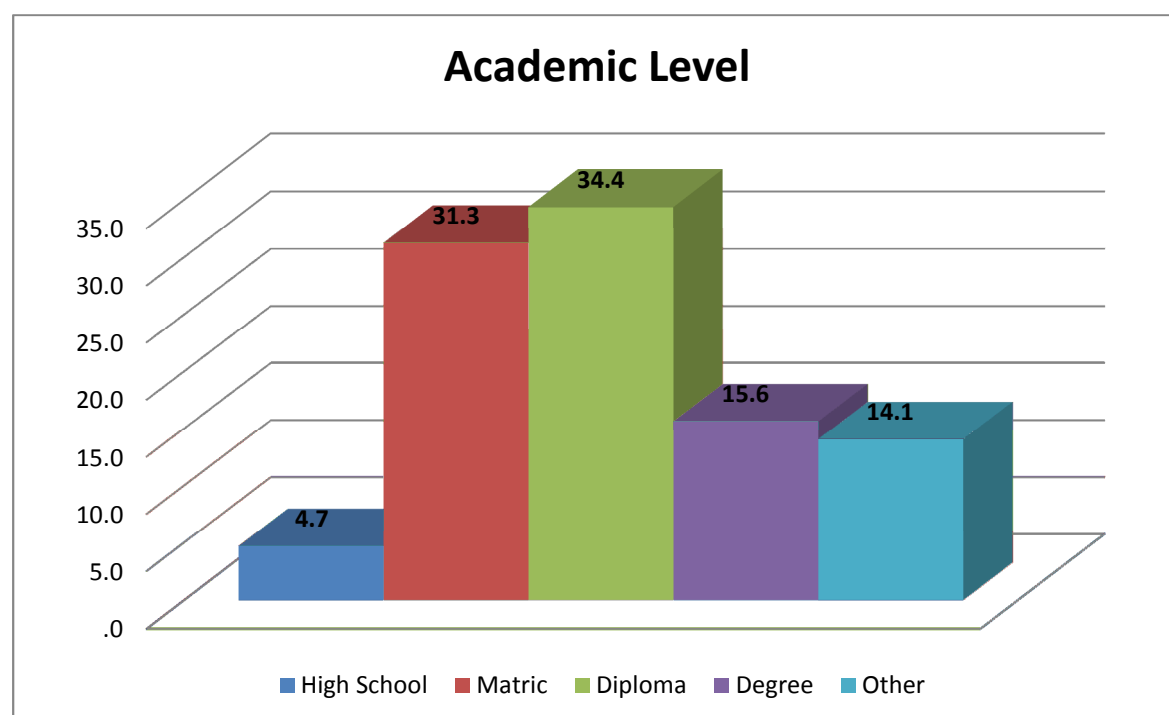
Figure 4.2: Respondent Academic Level

There were 4.7% of respondents who had not completed high school and 31.3% of respondents who had passed matric. Figure 4.2. revealed that 34.4% of respondents had completed a diploma, whilst 15.6% had a degree or higher.

Table 4.3: Respondent Organizational Job Level

Your Job Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bargaining Unit	28	43.8	43.8	43.8
	Supervisory or Specialist	30	46.9	46.9	90.6
	Management	3	4.7	4.7	95.3
	MANCOM (EXCO)	3	4.7	4.7	100.0
	Total	64	100.0	100.0	
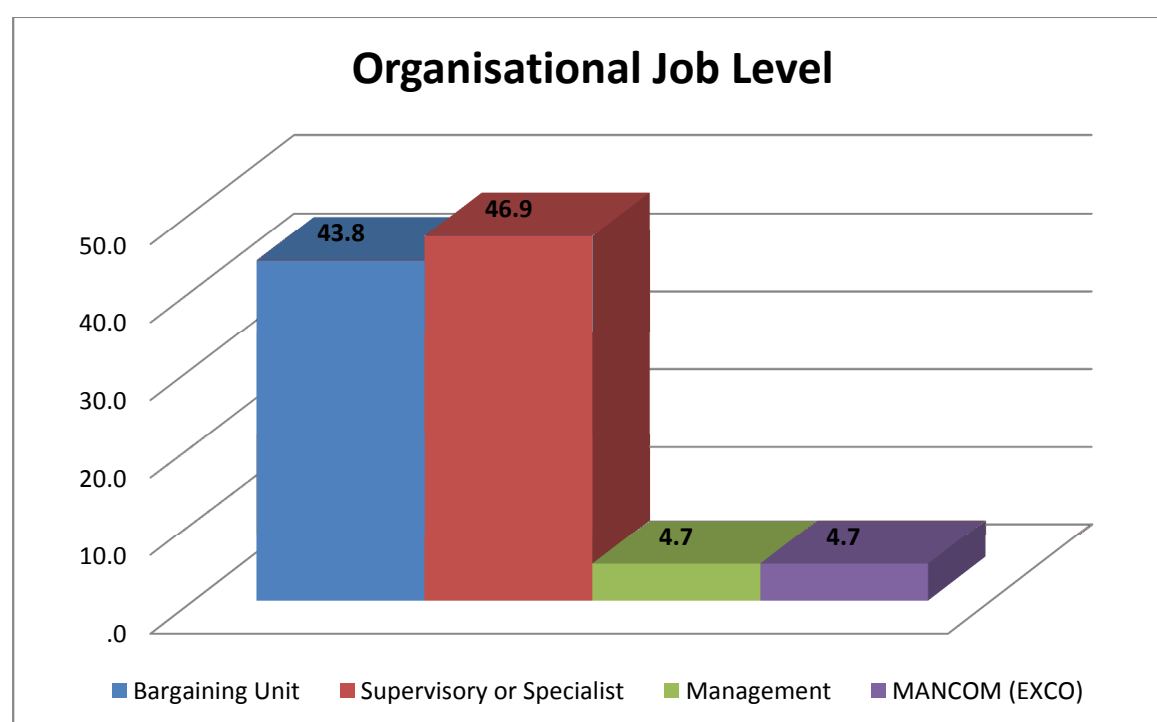
Figure 4.3: Respondent Organizational Job level

Figure 4.3, indicates that 43.8% of respondents were from the bargaining category, whilst 46.9% of respondents were either supervisors or specialist (engineers, scientist or metallurgist); 4.7% from management and 4.7% from the executive committee.

4.4. Descriptive Statistics

4.4.1. Change Management Process in the Organization

Table 4.4: Descriptive Statistics for Change Management Process Summary

		Employees are flexible and adaptable when changes are necessary.	Employees understand the need for change in the organization.	The change management process is clearly explained to all employees.	Most employees believe that change happens too quickly and causes too much disruption.	Employees believe they can influence or affect their work place through their ideas and involvement.
N	Valid	64	64	64	64	64
Mean		2.70	2.39	2.72	2.45	2.55
Skewness		.477	.920	.312	.506	.672
Kurtosis		-1.011	-.077	-1.050	-.751	-.634
Min.		1	1	1	1	1
Max.		5	4	5	5	5

In Table 4.4, the scoring for the change management process in the organization is summarised. The mean scores for each of the measures for change management are calculated. The mean is calculated by summing up of the individual scores and dividing them by the number of scores for a particular measure.

Skewness is used to measure symmetry for the set of data. A normal distribution will have a skewness of 0 (Keller, 2012). For skewness:

- Data is fairly symmetrical when, -0.5 < skewness < 0.5.
- Data is moderately skew when, -1 < skewness < -0.5 or 0.5 < skewness < 1.
- Data is highly skewed when, skewness < -1 or skewness > 1.

The skewness for each of the measures for the change management process in the organization is moderately skewed, except for the measure of the change management process being explained to all employees, which is fairly symmetrical.

Kurtosis measures the combined weight of the tails relative to the rest of the distribution. If a distribution has a positive kurtosis then it means that that it will have a high peak and heavier tails when compared with a normal distribution. When a distribution has a negative kurtosis, then it will have a flatter peak and lighter tails compared with a normal distribution (Sharma, 2009).

All of the measures for change management process in the organization have a negative kurtosis.

Table 4.5: Frequency Table - Responses to the question on employees' flexibility and adaptability when changes are necessary.

Employees are flexible and adaptable when changes are necessary.			
		Frequency	Valid Percent
Valid	Strongly Agree (Strg. Agr.)	5	7.8
	Agree (Agr.)	33	51.6
	Undecided (Undec.)	5	7.8
	Disagree (Disag)	18	28.1
	Strongly Disagree (Strg. Disagr.)	3	4.7
	Total	64	100.0
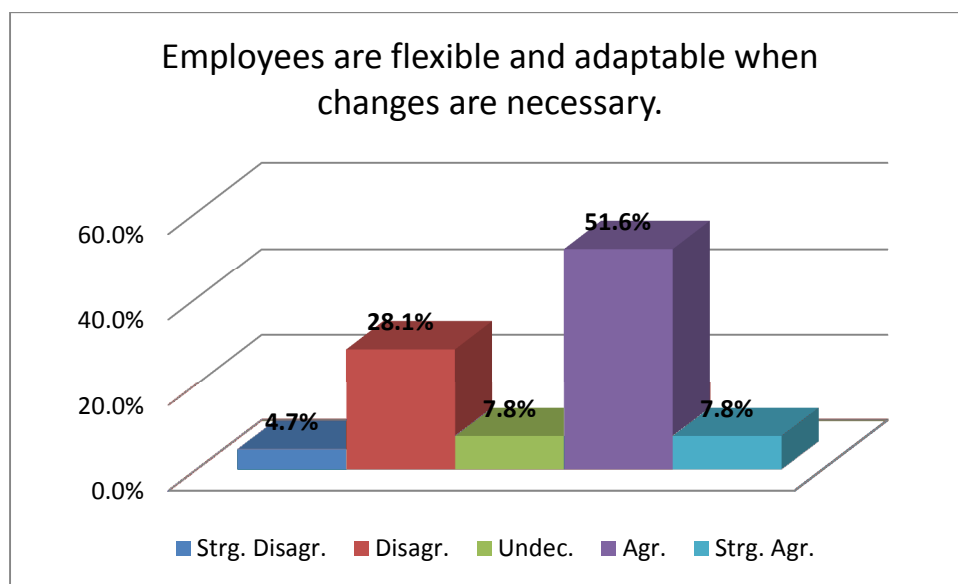
Figure 4.4: Graphical representation of employee responses on their flexibility and adaptability when changes are necessary.

51.6% of employees agreed that they were flexible and adaptable when changes are necessary. In total, 32.8% disagreed with this statement. Organizations and their employees have to be adaptable and flexible to necessary changes for the organization to be sustainable (Schiller, 2011). Key examples of Kodak and Nokia highlight what can happen to an organization that cannot change as the macro environment changes.

Table 4.6: Frequency table - Responses on employees understanding the need for change in the organization.

Employees understand the need for change in the organization.			
		Frequency	Valid Percent
Valid	Strg. Agr.	4	6.3
	Agr.	42	65.6
	Undec.	7	10.9
	Disagr.	11	17.2
	Total	64	100.0
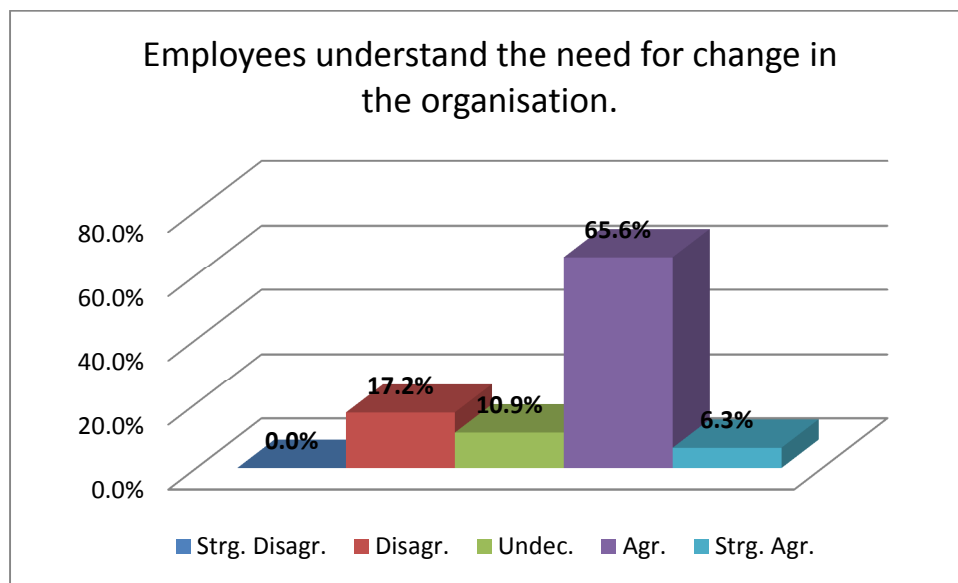
Figure 4.5: Graphical representation of employee responses on understanding the need for change in the organization.

In total, 71.9% of employees understood the need for change in the organization, whilst 17.2% of employees felt that they did not understand the need for change. During its change management process, the organization must clearly present the case for change to all its employees. Employees are more adaptable when they understand the case for change (Matyesha, 2011).

Table 4.7: Frequency table – Employee responses for the change management process being clearly explained to all employees.

The change management process is clearly explained to all employees.			
		Frequency	Valid Percent
Valid	Strg. Agr.	7	10.9
	Agr.	28	43.8
	Undec.	8	12.5
	Disagr.	18	28.1
	Strg. Disagr.	3	4.7
	Total	64	100.0
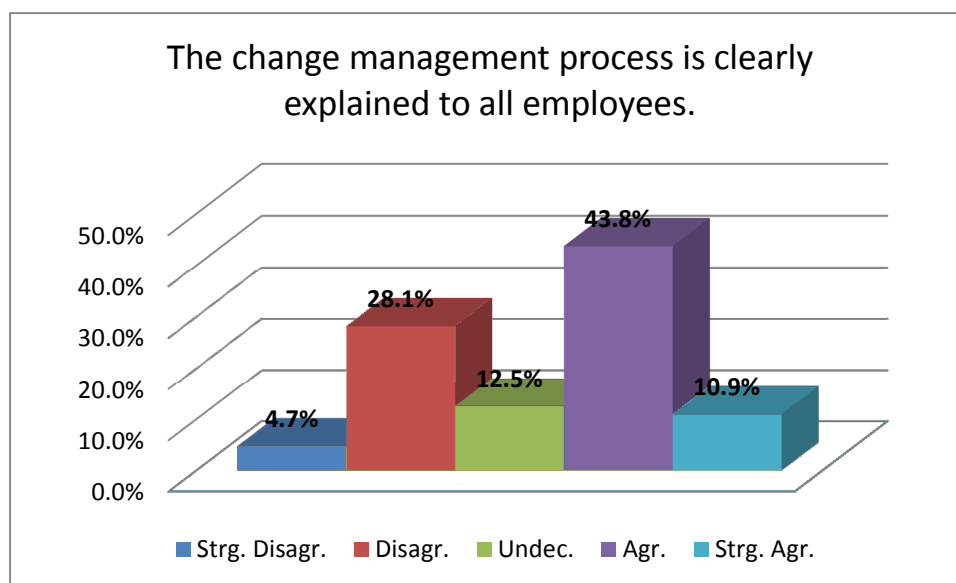
Figure 4.6: Graphical representation of employee responses on the change management process being clearly explained to all employees.

In total, 32.8% of employees felt that the change management process was not being clearly explained to all employees, while 54.7% of employees agreed with this statement.

Employee motivation and job performance can be improved by ensuring that all employees understand the change management process. This process addresses employee expectations (Matyesha, 2011).

Table 4.8: Frequency table – Employee responses for change happens too quickly and causes too much disruption.

Most employees believe that change happens too quickly and causes too much disruption.			
		Frequency	Valid Percent
Valid	Strg. Agr.	10	15.6
	Agr.	31	48.4
	Undec.	8	12.5
	Disagr.	14	21.9
	Strg. Disagr.	1	1.6
	Total	64	100.0
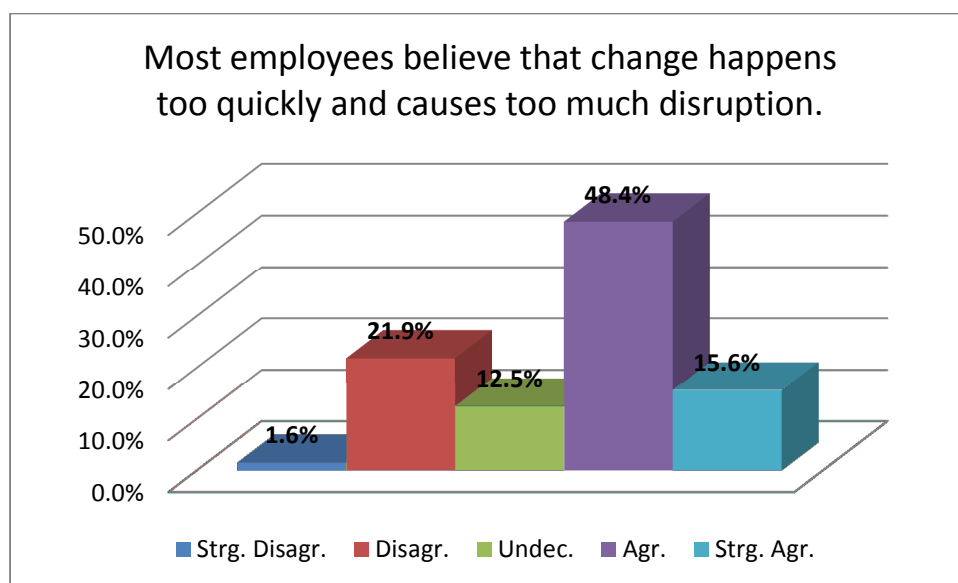
Figure 4.7: Graphical representation of employee responses on changes happening too quickly and causing too much disruption.

There were 64% of employees who felt that changes occur too quickly in the organization and cause too much disruption; however, 23.5% of employees disagreed with this statement. Matyesha (2011) highlights the various reasons that contribute to the change management process failing. When employees do not understand the case for change, they will not understand the urgency and importance of the change. The change management process must be carefully considered with clear milestones documented. Employees will then understand where the process is at all times.

Table 4.9: Frequency table – Responses on whether employees believe they can affect their work place with their ideas and involvement.

Employees believe they can influence or affect their work place through their ideas and involvement.			
		Frequency	Valid Percent
Valid	Strg. Agr.	6	9.4
	Agr.	36	56.3
	Undec.	5	7.8
	Disagr.	15	23.4
	Strg. Disagr.	2	3.1
	Total	64	100.0
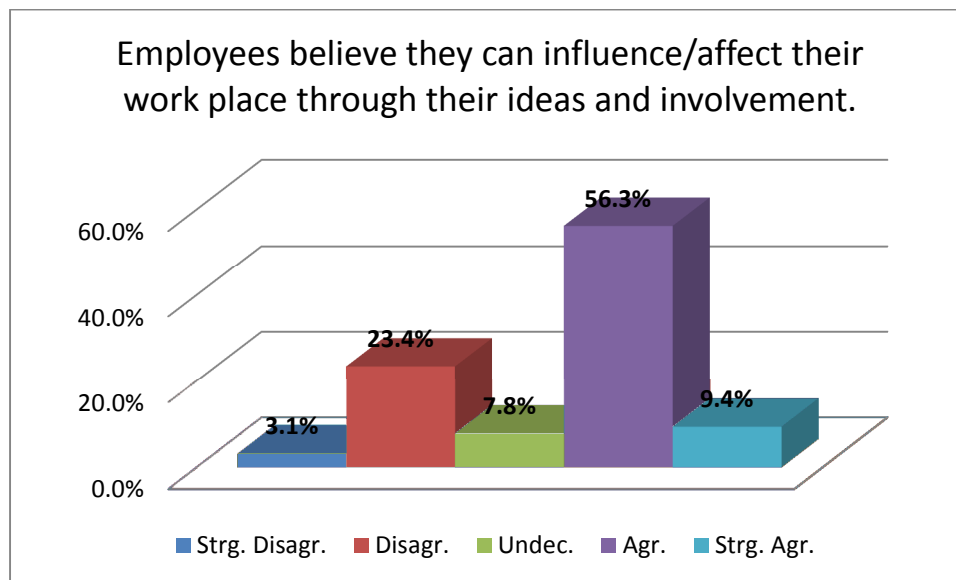
Figure 4.8: Graphical representation of employee responses on whether they believe that they can influence or affect their work place through their ideas and involvement.

65.7% of employees believe that they can have an influence on their workplace through their ideas and involvement, while 26.5% of employees disagreed with this statement. As the employees are an organization's most valuable resource (Gabcanova, 2011). They must have input into the change management process so that they take ownership of the process. This will also influence whether they believe that they are contributing in the organization (Hough et al., 2011).

4.4.2. Organizational Goal Achievement

Table 4.10: Descriptive Statistics for Organizational Goal Achievement

		Individual and team goals are clearly defined.	Goals for teams and individuals are realistic, stretch targets.	Individuals and teams are measured and rewarded according to how well goals are achieved.	The organization strives for continuous improvement through goal setting.
N	Valid	64	64	64	64
Mean		2.36	2.50	3.25	2.30
Skewness		.972	.723	.074	.990
Kurtosis		.176	-.409	-1.166	1.118
Min.		1	1	1	1
Max.		5	5	5	5

Table 4.10. tabulates the descriptive statistics for the organizational goal achievement. The mean values for each measure are tabled. The skewness for the measure on how individuals and teams are measured and rewarded is fairly symmetrical, whilst the rest are moderately positively skewed. The first and last measures have a positive kurtosis, with the last measure having a greater positive kurtosis. The second and third measures have a negative kurtosis, with the third measure having a greater negative kurtosis.

Table 4.11: Frequency table – Employee responses on individual and team goals being clearly defined.

Individual and team goals are clearly defined.			
		Frequency	Valid Percent
Valid	Strg. Agr.	10	15.6
	Agr.	37	57.8
	Undec.	4	6.3
	Disagr.	10	15.6
	Strg. Disagr.	3	4.7
	Total	64	100.0
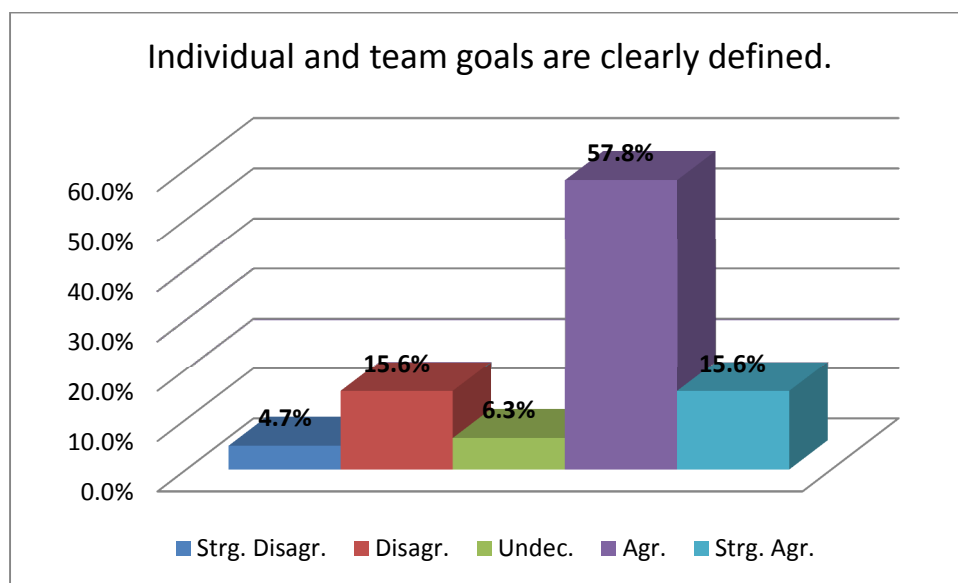
Figure 4.9: Graphical representation of employee responses on whether individual and team goals are clearly defined.

In total, 73.4% of respondents believed that individual and team goals are clearly defined. Only 20.3% of respondents disagreed with this statement. Hough (2011) indicates that individual and team goals need to be clearly defined to improve performance within the organization. Employees can only improve their performance when they know what they need to achieve.

Table 4.12: Frequency table – Employee responses on goals being realistic and stretch targets.

Goals for teams and individuals are realistic, stretch targets.			
		Frequency	Valid Percent
Valid	Strg. Agr.	5	7.8
	Agr.	37	57.8
	Undec.	8	12.5
	Disagr.	13	20.3
	Strg. Disagr.	1	1.6
	Total	64	100.0
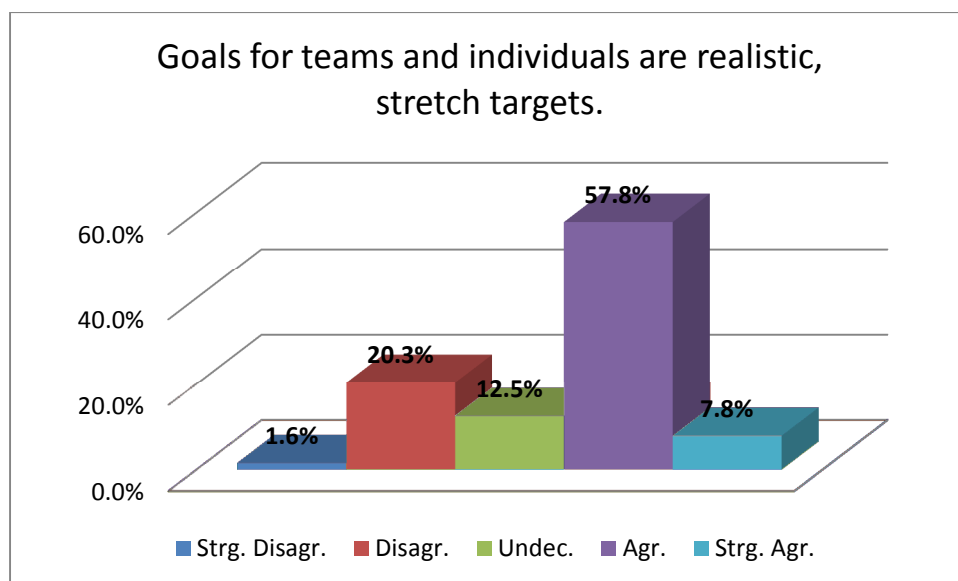
Figure 4.10: Graphical representation of employee responses on whether goals for teams and individuals are realistic, stretch targets.

65.6% of respondents believed that individual and team goals were realistic, stretch targets, while 21.9% of respondents disagreed. Goals need to be specific, measurable, achievable, results-focused and time bound (Ehlers & Lazenby, 2007). If goals are unrealistic stretch targets, then employees see them as unachievable and this will impact on performance.

Table 4.13: Frequency table – Responses on individual and teams being measured and rewarded according to goal achievement.

Individuals and teams are measured and rewarded according to how well goals are achieved.			
		Frequency	Valid Percent
Valid	Strg. Agr.	9	14.1
	Agr.	20	31.3
	Undec.	14	21.9
	Disagr.	20	31.3
	Strg. Disagr.	1	1.6
	Total	64	100.0
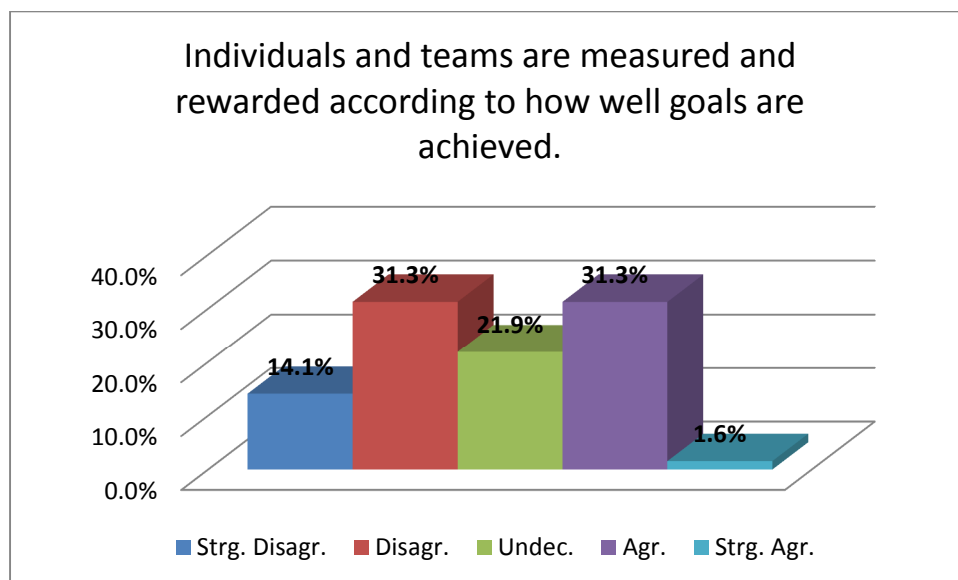
Figure 4.11: Graphical representation of employee responses on individuals and teams being measured and rewarded according to how well goals were achieved.

45.4% of respondents felt that individuals and teams were not being measured and rewarded according to how well they met their goals. Only 32.9% of respondents agreed with the statement and 21.9% were undecided. Employees must be rewarded on merit as this creates a high performing culture and work environment (Grobler & Warnich, 2011).

Table 4.14: Frequency table – Responses on whether the organization strives for continuous improvement through goal setting.

The organization strives for continuous improvement through goal setting.			
		Frequency	Valid Percent
Valid	Strg. Agr.	7	10.9
	Agr.	39	60.9
	Undec.	11	17.2
	Disagr.	6	9.4
	Strg. Disagr.	1	1.6
	Total	64	100.0
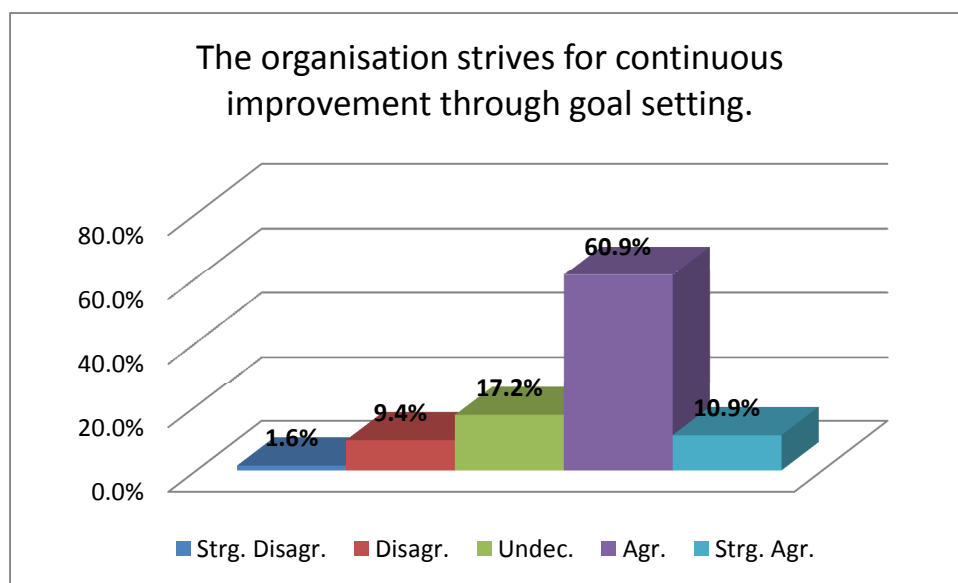
Figure 4.12: Graphical representation of employee responses on whether the organization strived for continuous improvement through goal setting.

Most of the respondents (71.8%) believed that the organization used goal setting to strive for continuous improvement. Only 11% of respondents disagreed. Continuous improvement is vital for an organization to improve its performance. Goal setting provides this platform for the entire organization (Hough et al., 2011).

4.4.3. Co-ordinated Teamwork in the Organization

Table 4.15: Descriptive Statistics for Coordinated Teamwork in the Organization.

		Cross functional teamwork is promoted.	Employees know what is expected of them and understand their impact on the rest of the organization.	Employees believe in working together.	Managers at all levels work together as a team to achieve results for the organization.
N	Valid	64	64	64	64
Mean		2.59	2.20	2.39	2.67
Skewness		.398	.851	.494	.699
Kurtosis		-.742	.525	-.688	-.213
Min.		1	1	1	1
Max.		5	4	4	5

Table 4.15. presents the descriptive statistics for the coordinated teamwork in the organization. The mean values for each measure are tabled. The skewness for all the measures are positive, with first and third measures being fairly symmetrical. The second and fourth measures are moderately skewed. The second measure has a positive kurtosis, whilst the rest have a negative kurtosis.

Table 4.16: Frequency table – Cross functional teamwork is promoted.

Cross functional teamwork is promoted.			
		Frequency	Valid Percent
Valid	Strg. Agr.	8	12.5
	Agr.	28	43.8
	Undec.	12	18.8
	Disagr.	14	21.9
	Strg. Disagr.	2	3.1
	Total	64	100.0
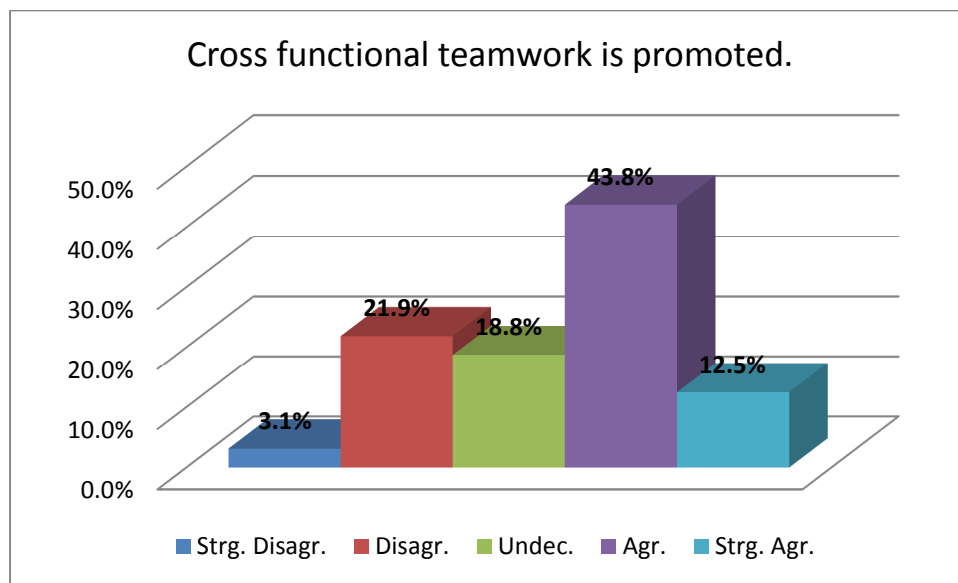
Figure 4.13: Graphical representation of employee responses on whether cross functional teamwork is promoted.

56.3% of respondents believed that cross functional teamwork is promoted in the organization, whilst 25% of respondents disagreed with this. A high percentage of respondents (18.8%) were undecided. A high performing organization needs its various functions to be working together.   This implies that cross functional teamwork is promoted throughout the organization (Ehlers & Lazenby, 2007).

Table 4.17: Frequency table – Employees know what is expected of them and understand their impact on the organization.

Employees know what is expected of them and understand their impact on the rest of the organization.			
		Frequency	Valid Percent
Valid	Strg. Agr.	9	14.1
	Agr.	40	62.5
	Undec.	8	12.5
	Disagr.	7	10.9
	Total	64	100.0
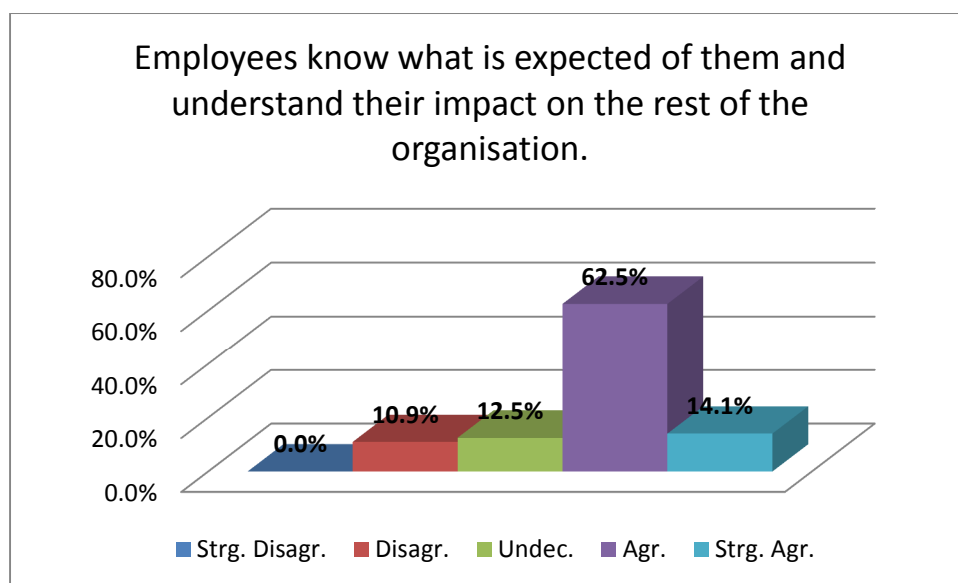
Figure 4.14: Graphical representation of employee responses on them knowing what is expected of them and understanding their impact on the organization.

A large percentage of respondents (76.6%) of respondents knew what is expected of them and also understood their impact on the rest of the organization. 10.9% of respondents did not know what was expected of them and their impact on the organization. Employees need to understand their roles and responsibilities within a team and must know how their contributions impact on the team's and organization's performance (Grobler & Warnich, 2011).

Table 4.18: Frequency table – Employees believe in working together.

Employees believe in working together.			
		Frequency	Valid Percent
Valid	Strg. Agr.	9	14.1
	Agr.	33	51.6
	Undec.	10	15.6
	Disagr.	12	18.8
	Total	64	100.0
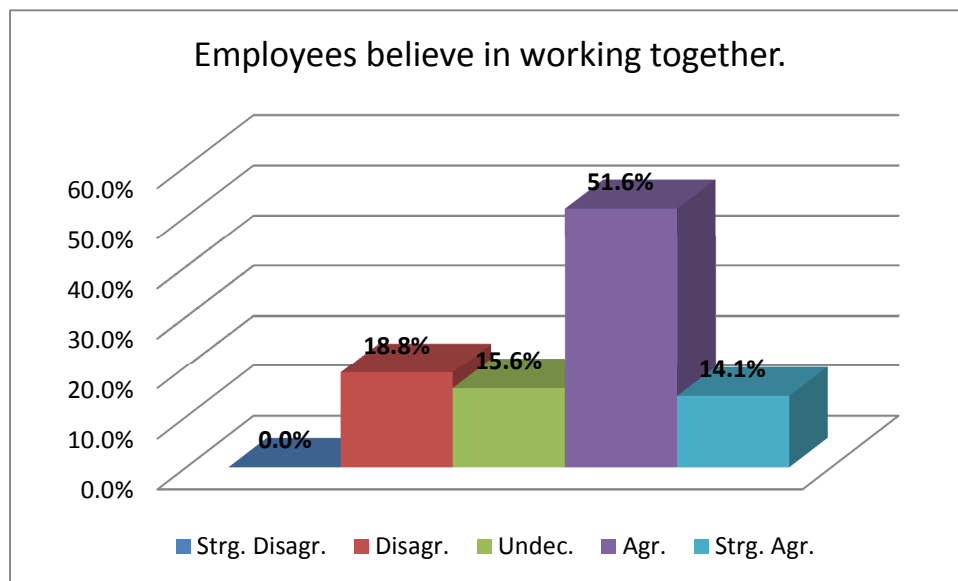
Figure 4.15: Graphical representation of employee responses on whether they believe in working together.

Surprisingly, only 65.7% of respondents agreed that employees believed in working together; 15.6% were still undecided, whilst 18.8% of respondents disagreed. Ehlers (2007) highlighted the various ways a high performing team contributed to an organization's performance. The employees need to understand and believe that as a team they are able to achieve greater synergies than operating independently.

Table 4.19: Frequency table – Managers at all levels worked together as a team to achieve results.

Managers at all levels work together as a team to achieve results for the organization.			
		Frequency	Valid Percent
Valid	Strg. Agr.	5	7.8
	Agr.	30	46.9
	Undec.	15	23.4
	Disagr.	9	14.1
	Strg. Disagr.	5	7.8
	Total	64	100.0
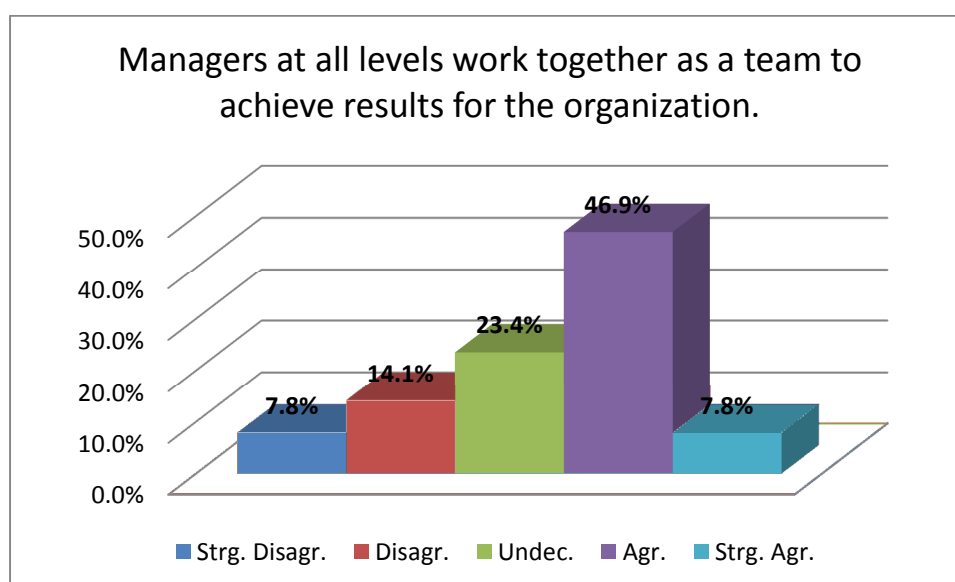
Figure 4.16: Graphical representation of employee responses on whether managers at all levels worked together as a team to achieve results in the organization.

54.7% of respondents agreed that managers at all levels worked together as a team to achieve results in the organization, whilst 21.9% disagreed with the statement and 23.4% of respondents were undecided. Teamwork starts at the organization's highest levels. When managers and supervisors do not work as a team, they will be guiding their teams to do the same (Ehlers & Lazenby, 2007).

4.4.4. Customer Orientation and Focus

Table 4.20: Descriptive Statistics for Customer Orientation and Focus

		The organization focuses on meeting the needs of the customer.	Employees often see customer and client problems as someone else's responsibility.	Innovation and improvement focuses on the customer's needs.	Customer complaints are resolved timeously and to the customer's satisfaction.
N	Valid	64	64	64	64
	Missing	0	0	0	0
Mean		1.72	3.22	2.13	2.31
Skewness		.655	-.318	.920	.184
Kurtosis		1.934	-1.130	1.945	-.100
Min.		1	1	1	1
Max.		4	5	4	4

In table 4.20, the descriptive statistics for the organizational goal achievement are presented. The mean values for each measure is tabled. The skewness for the fist and third measure are moderately positive. The second and fourth measures are fairly symmetrical. The first and third measures have a large positive kurtosis, whilst the second measure has a large negative kurtosis. The last measure has a small negative kurtosis.

Table 4.21: Frequency table – Organization focuses on meeting needs of the customer.

The organization focuses on meeting the needs of the customer.			
		Frequency	Valid Percent
Valid	Strg. Agr.	22	34.4
	Agr.	39	60.9
	Undec.	2	3.1
	Disagr.	1	1.6
	Total	64	100.0
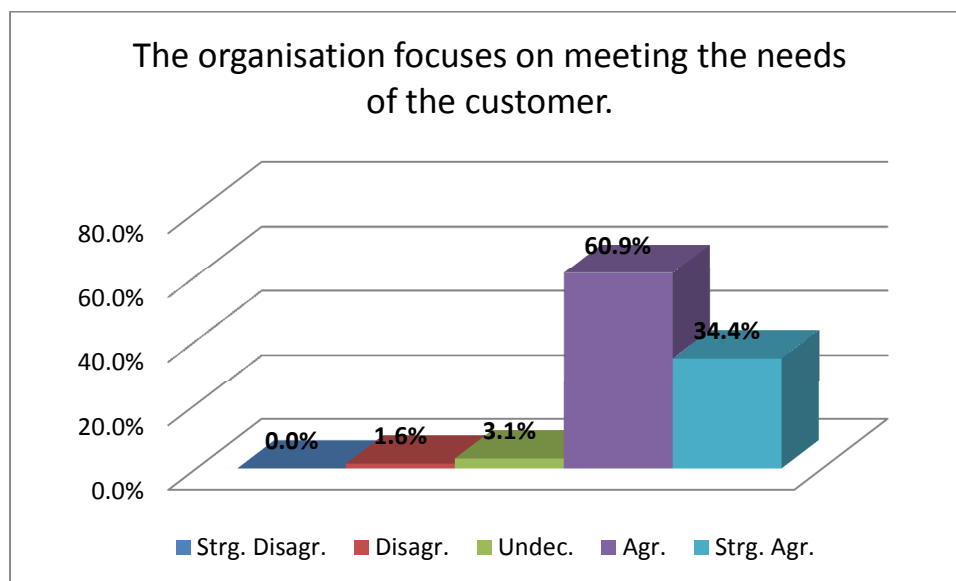
Figure 4.17: Graphical representation of employee responses on whether the organization focuses on meeting the needs of the customer.

The majority of respondents agreed (95.3%) that the organization focuses on meeting the needs of the customer. An organization exists to meet its customers' needs and when the organization loses focus of what the customer requires, it will start to turn customers away (Kotler & Keller, 2016).

Table 4.22: Frequency table – Employees often see customer and client problems as someone else's responsibility.

Employees often see customer and client problems as someone else's responsibility.			
		Frequency	Valid Percent
Valid	Strg. Agr.	4	6.3
	Agr.	19	29.7
	Undec.	6	9.4
	Disagr.	29	45.3
	Strg. Disagr.	6	9.4
	Total	64	100.0
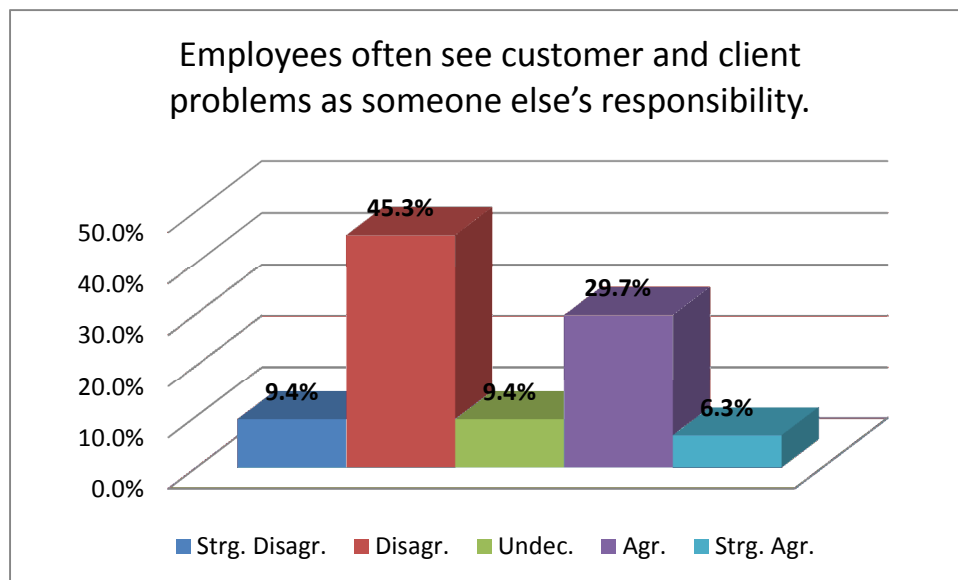
Figure 4.18: Graphical representation of employee responses on whether employees often see customer and client problems as someone else's problem.

54.7% of respondents disagreed with this statement, whilst 36% of respondents agreed that employees often see customer and client problems as someone else's responsibility. Customer focus is vital for an organization's profitability and sustainability, therefore all employees and teams must ensure that their customers' queries are dealt with quickly and timeously to the customer's satisfaction (Sashkin & Rosenbach, 2013).

Table 4.23: Frequency table – Innovation and improvement focuses on the customer's needs.

Innovation and improvement focuses on the customer's needs.			
		Frequency	Valid Percent
Valid	Strg. Agr.	7	10.9
	Agr.	45	70.3
	Undec.	9	14.1
	Disagr.	3	4.7
	Total	64	100.0
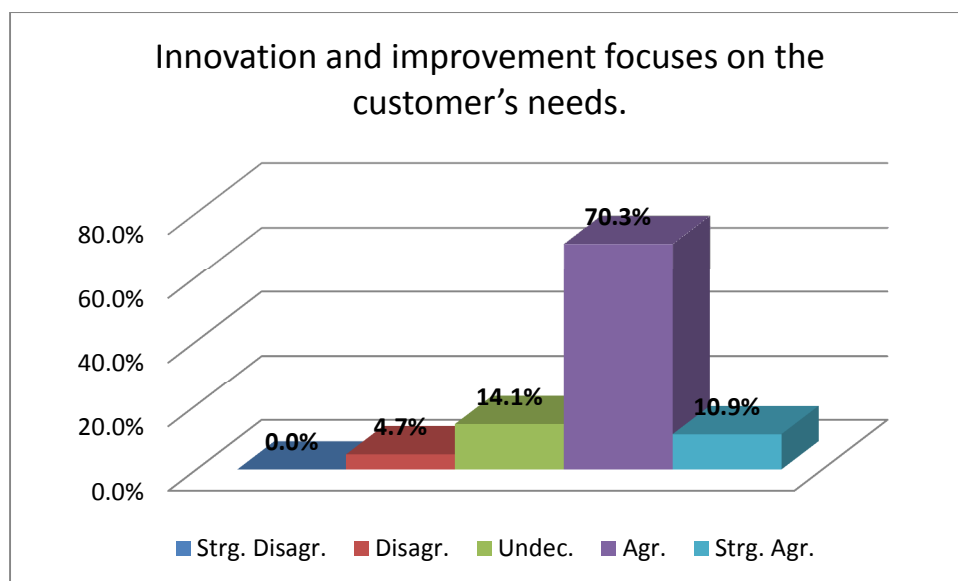
Figure 4.19: Graphical representation of responses on innovation and improvement focuses on the customer's needs.

A majority of respondents agreed (81.2%) that innovation and improvement focuses on the customer's needs, while 14.1% of respondents were undecided. Nokia and Kodak are examples of organizations that did not use innovation to focus on customer needs and, in the end, lost market share and customers.

Table 4.24: Frequency table – Customer complaints are resolved timeously and to the customer's satisfaction.

Customer complaints are resolved timeously and to the customer's satisfaction.			
		Frequency	Valid Percent
Valid	Strg. Agr.	7	10.9
	Agr.	33	51.6
	Undec.	21	32.8
	Disagr.	3	4.7
	Total	64	100.0
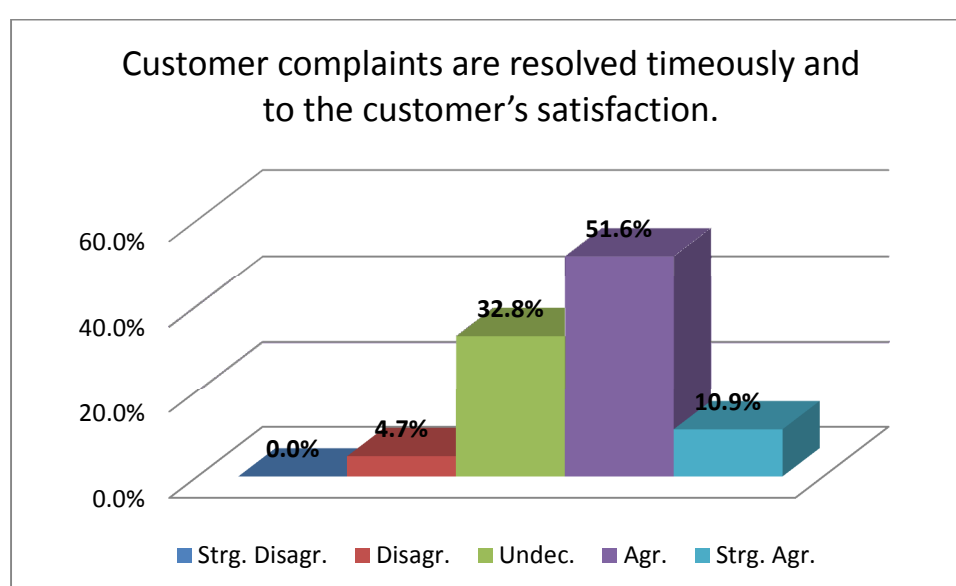
Figure 4.20: Graphical representation of responses on whether customer complaints are resolved timeously and to the customer's satisfaction.

A large number of respondents (32.8%) were undecided, whilst 62.5% of respondents agreed that customer complaints are resolved timeously and to the customer's satisfaction. Only 4.7% of respondents disagreed. It is vital that the organization focuses on its customers' complaints as, by not addressing the complaints timeously, they could lose those customers.

4.4.5. Organizational Cultural Strength

Table 4.25: Frequency table – Descriptive Statistics for Organizational Cultural Strength.

		Diverse perspectives and new approaches are encouraged and supported.	The organization utilises individual skills, strengths and abilities.	All employees understand and support the vision and strategy of the organization.	The organizational culture is crucial for the organization to achieve its strategy.
N	Valid	64	64	64	64
	Missing	0	0	0	0
Mean		2.61	2.78	2.61	1.86
Skewness		.982	.454	.734	1.160
Std. Error		.299	.299	.299	.299
Kurtosis		.113	-.789	-.510	2.156
Std. Error		.590	.590	.590	.590
Min.		1	1	1	1
Max.		5	5	5	4

In table 4.25, the descriptive statistics for the organizational cultural strength are tabled. The mean values for each measure is tabled. The skewness for all measures are positive with the second measure being fairly symmetrical. The first and third measures are moderately positively symmetrical. The fourth measure is highly skewed positively. The second and third measures have a negative kurtosis. The first and fourth measures have a positive kurtosis with the last measure having a large positive kurtosis.

Table 4.26: Frequency table – Diverse and new perspectives are encouraged and supported.

Diverse perspectives and new approaches are encouraged and supported.			
		Frequency	Valid Percent
Valid	Strg. Agr.	2	3.1
	Agr.	37	57.8
	Undec.	12	18.8
	Disagr.	10	15.6
	Strg. Disagr.	3	4.7
	Total	64	100.0
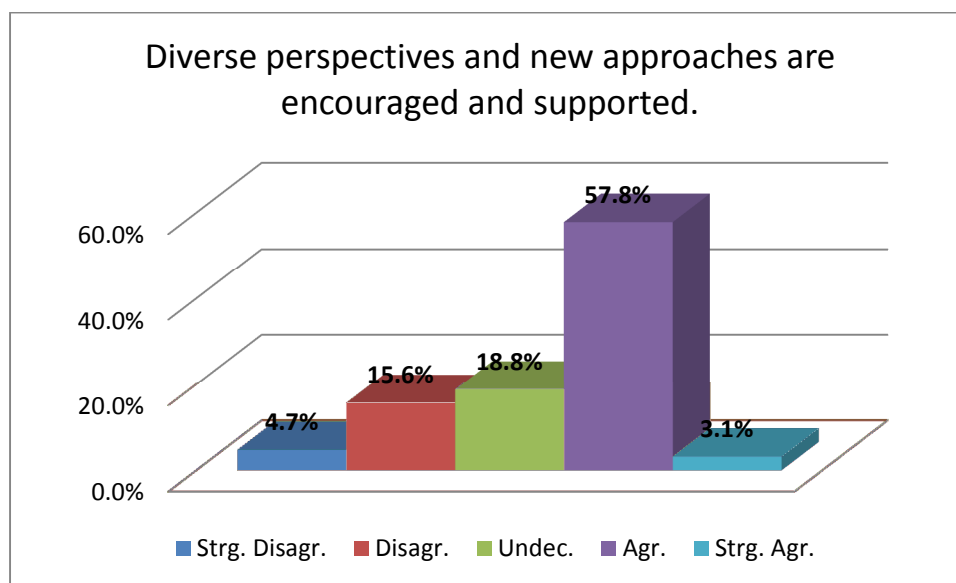
Figure 4.21: Graphical representation of responses on diverse perspectives and new approaches are encouraged and supported.

60.9% of respondents agreed that diverse perspectives and new approaches are encouraged and supported, whilst 20.3% disagreed. 18.8% of respondents were undecided. Diverse perspectives are encouraged in a culturally strong organization. Employees feel empowered to put forward new approaches and this can enable an organization to improve its performance (Naik, 2012).

Table 4.27: Frequency table – The organization utilises individual skills, strengths and abilities.

The organization utilises individual skills, strengths and abilities.			
		Frequency	Valid Percent
Valid	Strg. Agr.	4	6.3
	Agr.	29	45.3
	Undec.	12	18.8
	Disagr.	15	23.4
	Strg. Disagr.	4	6.3
	Total	64	100.0
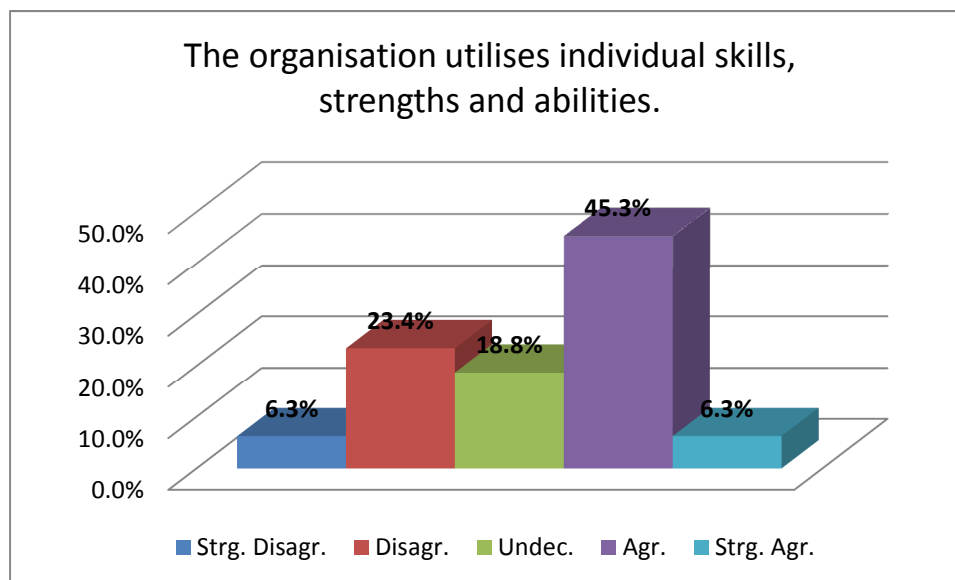
Figure 4.22: Graphical representation of responses on whether the organization utilises individual skills, strengths and abilities.

Only 51.6% of respondents believed that the organization utilised individual skills, strengths and abilities, whilst 29.7% of respondents disagreed and 18.8% were undecided. An organization's most valuable resources are its employees as they bring a wealth of skills, abilities and knowledge to the business. Leveraging this resource will impact on the organization's performance (Gabcanova, 2011).

Table 4.28: Frequency table – all employees understand and support the vision and strategy of the organization.

All employees understand and support the vision and strategy of the organization.		Frequency	Valid Percent
Valid	Strg. Agr.	2	3.1
	Agr.	36	56.3
	Undec.	12	18.8
	Disagr.	13	20.3
	Strg. Disagr.	1	1.6
	Total	64	100.0
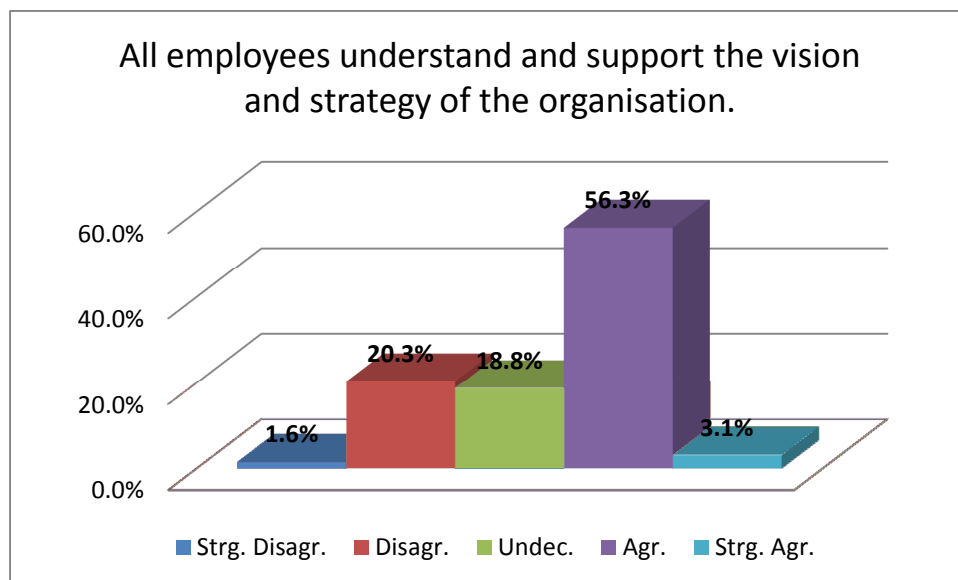
Figure 4.23: Graphical representation of responses on whether all employees understand and support the vision and strategy of the organization.

Only 59.4% of respondents agreed that all employees understood and supported the vision and strategy of the organization; 21.9% disagreed, whilst 18.8% of respondents were undecided. An organization must have strategic alignment to succeed and its employees must understand and support the vision and strategy as they will then be better able to perform and contribute to the organization's performance (Hough et al., 2011).

Table 4.29: Frequency table – Organizational culture is crucial for organization to achieve its strategy.

The organizational culture is crucial for the organization to achieve its strategy.			
		Frequency	Valid Percent
Valid	Strg. Agr.	19	29.7
	Agr.	39	60.9
	Undec.	2	3.1
	Disagr.	4	6.3
	Total	64	100.0
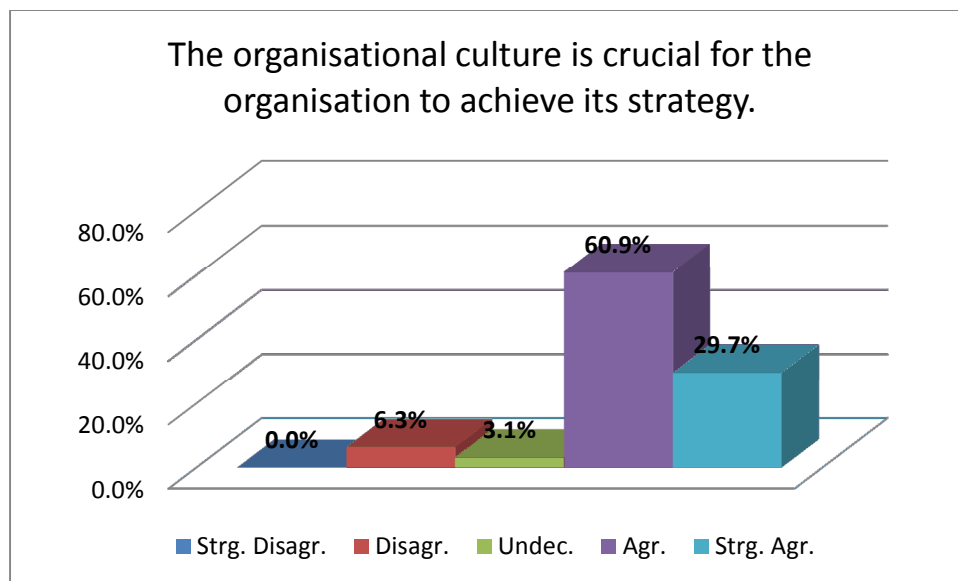
Figure 4.24: Graphical representation of responses on whether the organizational culture is crucial for the organization to achieve its strategy.

A majority of respondents (90.6%) believed that the organizational culture is crucial for the organization to achieve its strategy. Only 6.3% of respondents disagreed.

Kotter (2011) illustrates that organizations with a strong positive culture will also have a significant improvement of its financial performance. Therefore, organizations need to focus on their culture.

4.4.6. Employee Job Satisfaction

Table 4.30: Frequency table – Descriptive Statistics for Employee Job Satisfaction

		Working conditions in the company are satisfactory.	Remuneration is according to job level and on par for the salary bands in Richards Bay area.	The company provides satisfactory benefits (leave, sick-leave, pension, medical).	I am satisfied with my job security given current market and economic conditions globally.	The company recognizes and acknowledges your work.	You have a good working relationship with your supervisor and co-workers.	In your job, you have the opportunity to utilize your skills and knowledge.	Employees are treated fairly in the organization.
N	Valid	64	64	64	64	64	64	64	64
Mean		2.41	2.59	2.50	2.66	2.78	1.75	2.17	2.78
Skewness		.933	.616	.720	.718	.449	1.516	1.342	.685
Std. Error		.299	.299	.299	.299	.299	.299	.299	.299
Kurtosis		.236	-.591	-.505	-.447	-.781	3.339	1.393	-.690
Std. Error		.590	.590	.590	.590	.590	.590	.590	.590
Min.		1	1	1	1	1	1	1	1
Max.		5	5	5	5	5	5	5	5

Table 4.30 presents the descriptive statistics for employee job satisfaction at Tronox KZN Sands – CPC site. The mean values for each measure are tabled. The skewness for all the measures are positive. Only the fifth measure is fairly symmetrical. Measures one to four and eight are moderately positively symmetrical. Measures six and seven are highly skewed positively. The kurtosis for measures one, six and seven are positive, with measures six and seven having a large positive kurtosis. The rest of the measures have a negative kurtosis.

Table 4.31: Frequency table – Working conditions in the company are satisfactory

Working conditions in the company are satisfactory.			
		Frequency	Valid Percent
Valid	Strg. Agr.	7	10.9
	Agr.	38	59.4
	Undec.	7	10.9
	Disagr.	10	15.6
	Strg. Disagr.	2	3.1
	Total	64	100.0
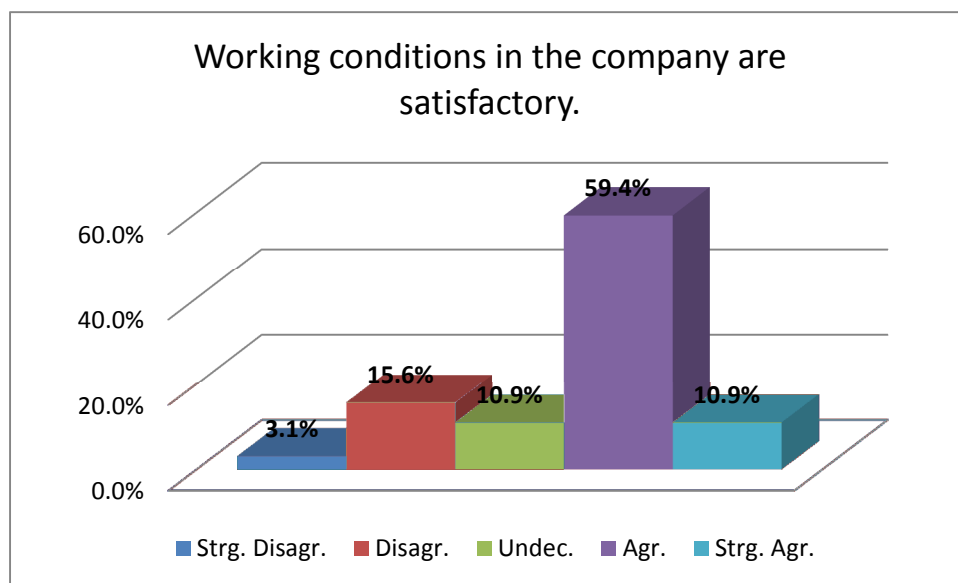
Figure 4.25: Graphical representation of employee responses on working conditions in the company being satisfactory.

70.3% of respondents agreed that working conditions in the company are satisfactory, whilst 18.7% disagreed and 10.9% of respondents were undecided. Addressing an employee's basic needs is important so that he can then focus on higher order needs (Robbins et al., 2009). In total 29.6% of employees indicated that their basic needs are not being met.

Table 4.32: Frequency table – Remuneration is according to job level and on par for Richards Bay.

Remuneration is according to job level and on par for the salary bands in Richards Bay area.			
		Frequency	Valid Percent
Valid	Strg. Agr.	10	15.6
	Agr.	28	43.8
	Undec.	10	15.6
	Disagr.	10	15.6
	Strg. Disagr.	6	9.4
	Total	64	100.0
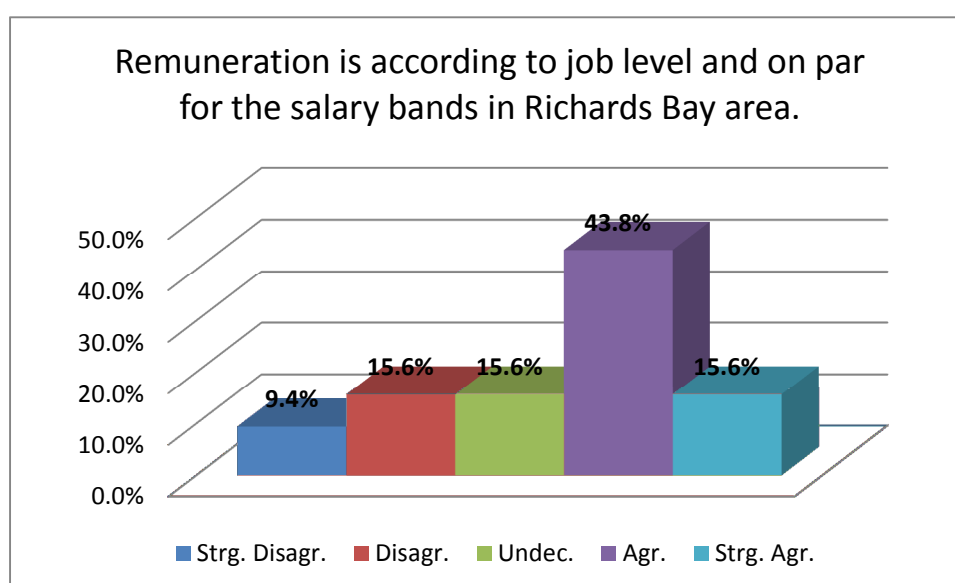
Figure 4.26: Graphical representation of employee responses on whether remuneration is according to job level and on par for the Richards Bay area.

59.4% of respondents agreed that remuneration is according to job level and on par for salary bands in the Richards Bay area, whilst 25% of respondents disagreed. 15.6% of respondents were undecided. 41.6% of employees indicated that they believe they are not being remunerated adequately.   This is an important contributor to job dissatisfaction (Ramloutan, 2011).

Table 4.33: Frequency table – The company provides satisfactory benefits.

The company provides satisfactory benefits (leave, sick-leave, pension, medical).			
		Frequency	Valid Percent
Valid	Strg. Agr.	11	17.2
	Agr.	31	48.4
	Undec.	6	9.4
	Disagr.	11	17.2
	Strg. Disagr.	5	7.8
	Total	64	100.0
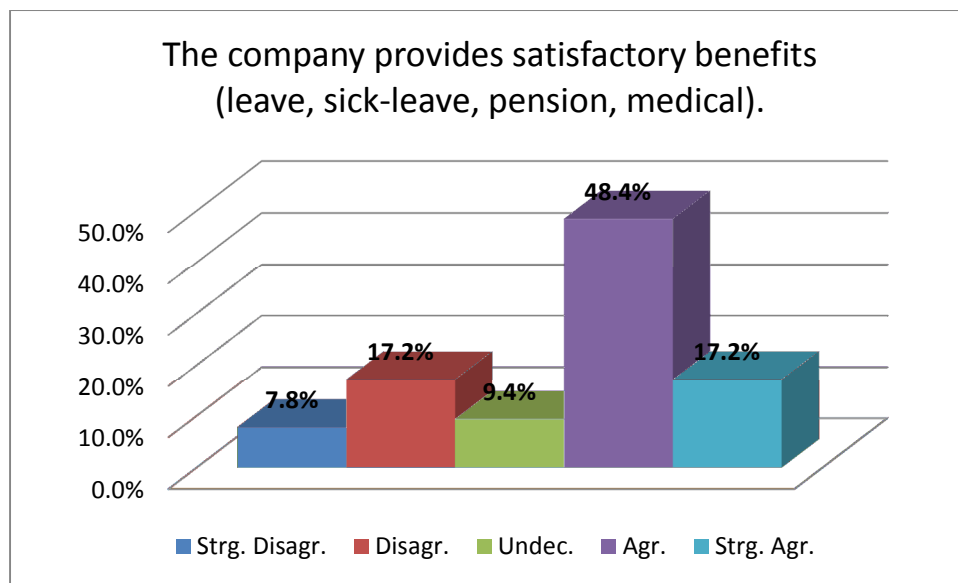
Figure 4.27: Graphical representation of employee responses on whether the company provided satisfactory benefits.

A majority of respondents (65.6%) agreed that the company provided satisfactory benefits, whilst 25% disagreed and 9.4% were undecided. The benefits the company provided have an indirect influence on employee job satisfaction (Naidoo & Martins, 2014). These benefits also address the basic needs of an employee (Robbins et al., 2009).

Table 4.34: Frequency table – Job security given market and economic conditions.

I am satisfied with my job security given current market and economic conditions globally.			
		Frequency	Valid Percent
Valid	Strg. Agr.	6	9.4
	Agr.	32	50.0
	Undec.	10	15.6
	Disagr.	10	15.6
	Strg. Disagr.	6	9.4
	Total	64	100.0

Figure 4.28: Graphical representation of employee responses on whether they were satisfied with their job security given current market and economic conditions globally.

59.4% of respondents were satisfied with the current job security in the organization, whilst 25% of respondents disagreed and 15.6% of respondents were undecided. Job security addresses the basic needs of an employee. According to Hertzeberg, addressing these needs does not achieve job satisfaction but allows the employee to focus on those needs to achieve job satisfaction (Sarwar & Abugre, 2013).

Table 4.35: Frequency table – Company recognizes and acknowledges your work

The company recognizes and acknowledges your work.			
		Frequency	Valid Percent
Valid	Strg. Agr.	5	7.8
	Agr.	28	43.8
	Undec.	12	18.8
	Disagr.	14	21.9
	Strg. Disagr.	5	7.8
	Total	64	100.0
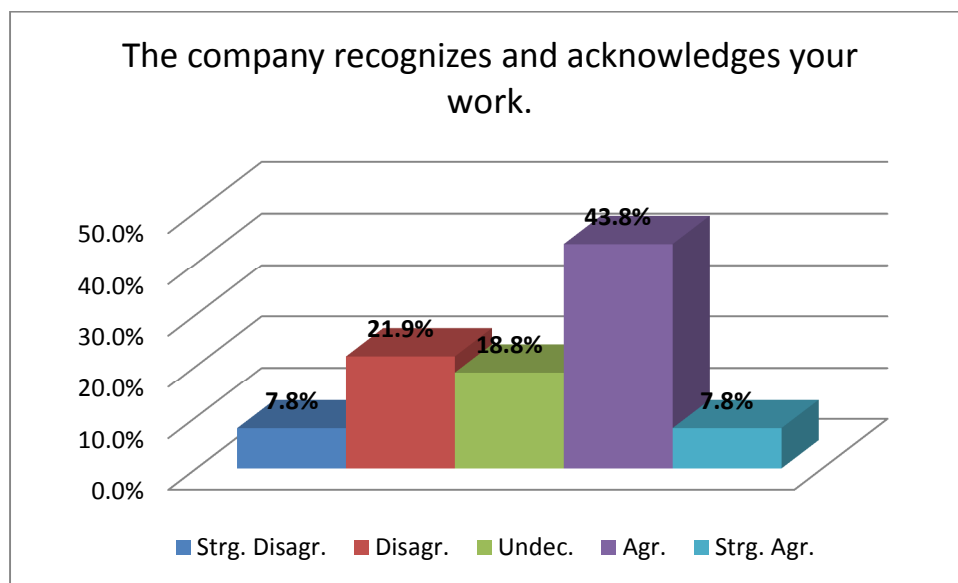
Figure 4.29: Graphical representation of employee responses on whether the company recognized and acknowledged their work.

51.6% of respondents believed that the company recognizes and acknowledges their work, whilst 18.8% of respondents were undecided and 29.7% of respondents disagreed.

Recognition and acknowledgement addresses the fourth order need according to Maslow's hierarchy of needs (Maslow, 1997). Naidoo (2014) also highlights recognition and acknowledgment as measures of job satisfaction.

Table 4.36: Frequency table – Working relationship with supervisor and co-workers.

You have a good working relationship with your supervisor and co-workers.		Frequency	Valid Percent
Valid	Strg. Agr.	27	42.2
	Agr.	30	46.9
	Undec.	4	6.3
	Disagr.	2	3.1
	Strg. Disagr.	1	1.6
	Total	64	100.0
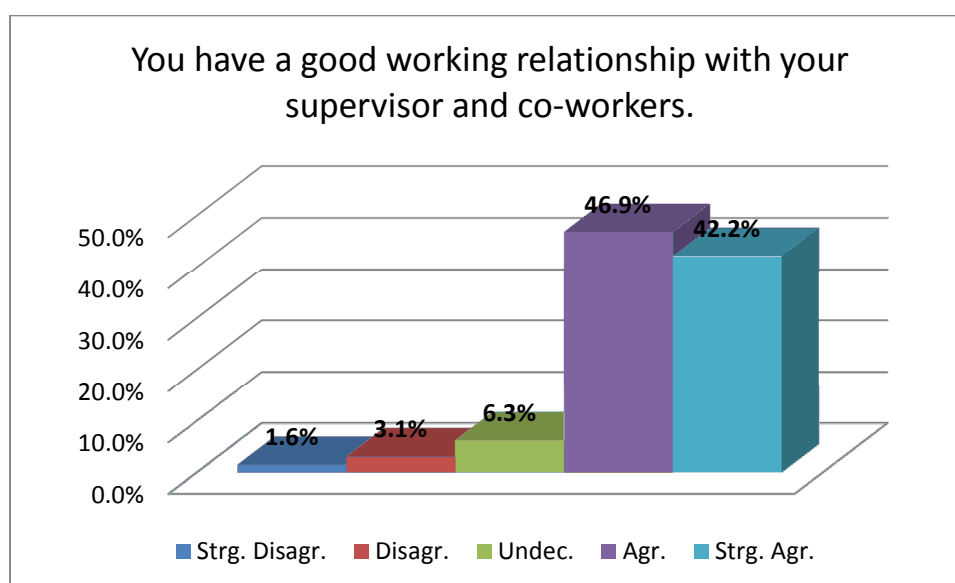
Figure 4.30: Graphical representation of employee responses on their working relationship with their supervisor and co-workers.

A majority of respondents (89.1%) agreed that they had a good working relationship with both supervisor and co-workers and only 4.7% disagreed. There were 6.3% of respondents who were undecided. An employee's working relationships influence their sense of belonging and fit within the organization and have a definite impact on job satisfaction (Naidoo & Martins, 2014).

Table 4.37: Frequency table – Utilizing skills and knowledge on the job

In your job, you have the opportunity to utilize your skills and knowledge.			
		Frequency	Valid Percent
Valid	Strg. Agr.	13	20.3
	Agr.	40	62.5
	Undec.	1	1.6
	Disagr.	7	10.9
	Strg. Disagr.	3	4.7
	Total	64	100.0
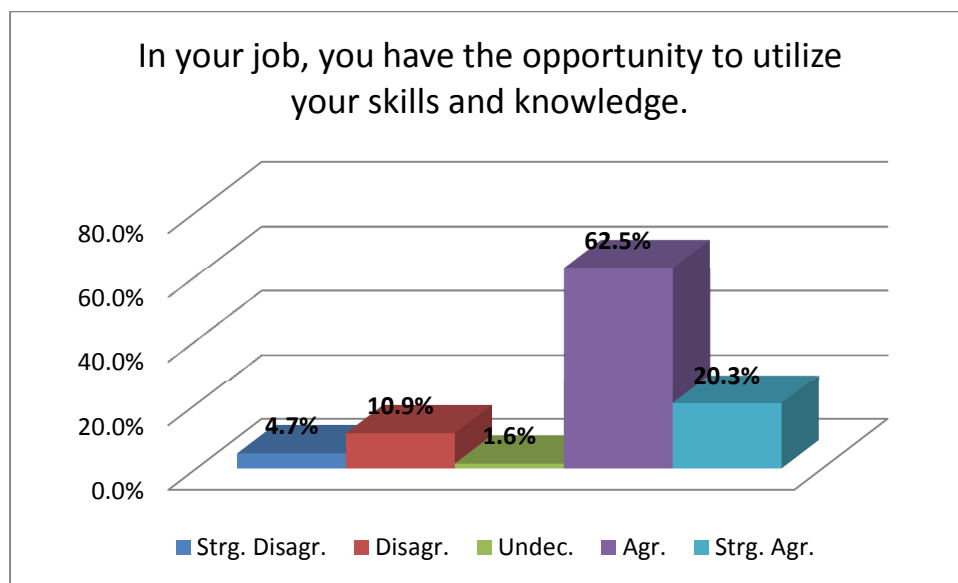
Figure 4.31: Graphical representation of employee responses on whether they utilized their skills and knowledge in their jobs.

A majority of respondents (82.7%) agreed that they utilised their skills and knowledge in their job; 15.6% of respondents disagreed and only 1.6% that were undecided. This addresses the fourth order need according to Maslow. A high majority of employees at Tronox indicated that they are utilising their skills and knowledge.

Table 4.38: Frequency table – Employees are treated fairly in the organization

Employees are treated fairly in the organization.			
		Frequency	Valid Percent
Valid	Strg. Agr.	4	6.3
	Agr.	32	50.0
	Undec.	10	15.6
	Disagr.	10	15.6
	Strg. Disagr.	8	12.5
	Total	64	100.0
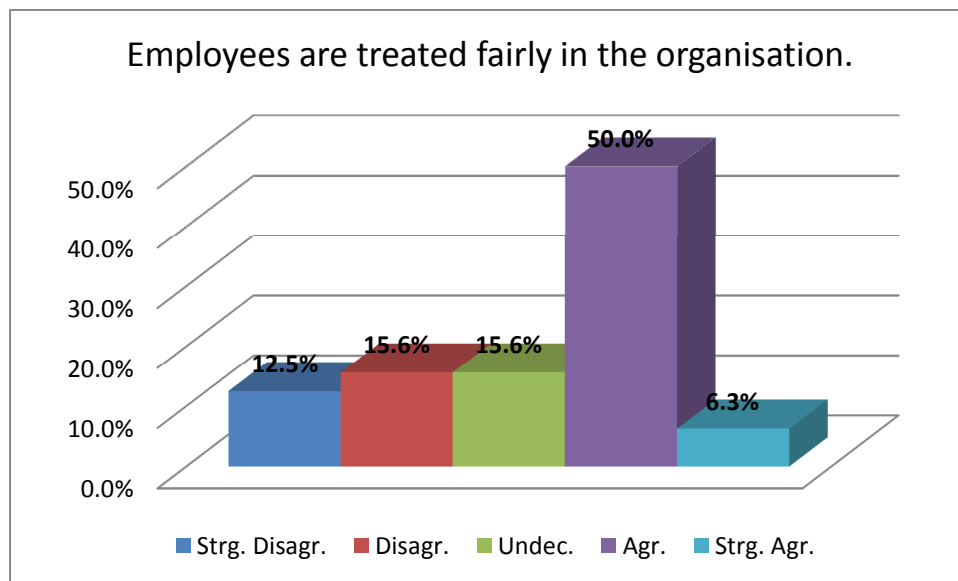
Figure 4.32: Graphical representation of responses on whether employees are treated fairly in the organization.

Surprisingly, only 56.3% of respondents agreed that employees are treated fairly in the organization, whilst 28.1% disagreed and 15.6% of respondents were undecided.

Lack of trust and respect of employees can detrimentally affect job satisfaction within the organization (Ramloutan, 2011). It is vital that the employees believe that they can and will be treated fairly in the organization.

4.5. Multivariate Analysis: Principal Component Analysis for Organizational Culture

4.5.1. Change Management Process in the Organization

Table 4.39: Total Variance & Eigenvalues for Change Management Process

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	**2.031**	40.611	40.611
2	**1.102**	22.036	62.647
3	.951	19.019	81.666
4	.543	10.855	92.521
5	.374	7.479	100.000

The factors with Eigenvalues greater than 1 are considered significant. `The results reveal 2 factors out of 5 that are significant in change management processes in the organization. These factors account for 62.6% of the variation between aspects of change management processes in the organization.

Table 4.40: Component Matrix for the Change Management Process in the Organization.

	Factors	
	1	2
Employees are flexible and adaptable when changes are necessary.	**.851**	-.198
The change management process is clearly explained to all employees.	.802	.240
Employees understand the need for change in the organization.	.767	.092
Most employees believe that change happens too quickly and causes too much disruption.	-.269	.517
Employees believe they can influence or affect their work place through their ideas and involvement.	.053	**.854**
KMO = 0.609		

The appropriateness of factor analysis can be measured by using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. When the KMO is between 0.5 and 1.0, then the factor analysis can be deemed to be suitable. KMO values below 0.5 will indicate that the factor analysis is not suitable (Malhotra, 2010).

Table 4.40 indicates that there are two factors that are crucial in change management processes. The KMO for these factors is 0.609, which means that the factor analysis is suitable. These factors are:

- Employees are flexible and adaptable when changes are necessary (factor loadings=0.851).
- Employees believe they can influence or affect their work place through their ideas and involvement (factor loadings=0.854).

The implication of these results with regards to job satisfaction levels of the employees is that these two factors will have the most influence on both employee job satisfaction and improving the change management process in the organization.

4.5.2. Organizational Goal Achievement

Table 4.41: Total Variance & Eigenvalues for Organizational Goal Achievement

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	**2.658**	**66.457**	**66.457**
2	**.598**	**14.952**	**81.409**
3	.504	12.598	94.007
4	.240	5.993	100.000

The results below reveal 2 factors out of 4 that are significant in organizational goal achievement in the organization. These factors account for 81.4% of the variation in organizational goal achievement.

Table 4.42: Component Matrix for Organization Goal Achievement.

Component Matrix	
	Component
	1
Individual and team goals are clearly defined.	.892
Goals for teams and individuals are realistic, stretch targets.	.855
Individuals and teams are measured and rewarded according to how well goals are achieved.	.721
The organization strives for continuous improvement through goal setting.	.783
KMO = 0.767	

Table 4.42 indicates that there are two factors that are crucial in organizational goal achievement. The KMO for these factors is 0.767, which means that the factor analysis is suitable. These factors are:

- Individual and team goals are clearly defined (factor loadings=0.892).
- Goals for teams and individuals are realistic, stretch targets (factor loadings=0.855).

The implication of these results with regards to job satisfaction levels of the employees is that these factors will have the most influence on improving employee job satisfaction and organizational goal achievement.

4.5.3. Coordinated Teamwork in the Organization

Table 4.43: Total Variance & Eigenvalues for Coordinated Teamwork

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	**2.135**	**53.383**	**53.383**
2	**.793**	**19.835**	**73.218**
3	.582	14.549	87.767
4	.489	12.233	100.000

The results below reveal 2 factors out of 4 that are significant in coordinated teamwork in the organization. These factors account for 73.2% of the variation in this dimension.

Table 4.44: Component Matrix for Coordinated Teamwork in the Organization.

Component Matrix	
	Component
	1
Cross functional teamwork is promoted.	.789
Employees know what is expected of them and understand their impact on the rest of the organization.	.719
Employees believe in working together.	.715
Managers at all levels work together as a team to achieve results for the organization.	.697
KMO = 0.712	

Table 4.44 indicates that there are two factors that are crucial for coordinated teamwork in the organization. The KMO for these factors is 0.712, which means that the factor analysis is suitable. These factors are:

- Cross functional teamwork is promoted (factor loadings=0.789).
- Employees know what is expected of them and understand their impact on the rest of the organization (factor loadings=0.719).

The implication of these results, with regards to job satisfaction levels of the employees, is that these two factors will have the most influence on improving employee job satisfaction and coordinated teamwork.

4.5.4. Customer Orientation and Focus

Table 4.45: Total Variance & Eigenvalues for Customer Orientation and Focus

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	1.701	42.513	42.513
2	1.128	28.207	70.720
3	.762	19.048	89.769
4	.409	10.231	100.000

The results below reveal 2 factors out of 4 that are significant in customer orientation and focus. These factors account for 70.7% of the variation in this dimension.

Table 4.46: Component Matrix for Customer Orientation and Focus

Component Matrix		
	Component	
	1	2
The organization focuses on meeting the needs of the customer.	.830	.295
Employees often see customer and client problems as someone else's responsibility.	-.397	.709
Innovation and improvement focuses on the customer's needs.	.798	.404
Customer complaints are resolved timeously and to the customer's satisfaction.	.466	-.612
KMO = 0.515		

Table 4.46 indicates that there are two factors that are crucial for customer orientation and focus in the organization. The KMO for these factors is 0.515, which means that the factor analysis is suitable. These factors are:

- The organization focuses on meeting the needs of the customer (factor loadings=0.830).
- Innovation and improvement focuses on the customers' needs (factor loadings=0.798).

The implication of these results, with regards to job satisfaction levels of the employees, is that these two factors will have the most influence on improving employee job satisfaction and customer orientation and focus.

4.5.5. Organizational Cultural Strength

Table 4.47: Total Variance & Eigenvalues for Organizational Cultural Strength

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	1.843	46.078	46.078
2	1.060	26.499	72.577
3	.661	16.531	89.108
4	.436	10.892	100.000

The results below reveal 2 factors out of 4 that are significant in organizational culture and change. These factors account for 89.2% of the variation in this dimension.

Table 4.48: Component Matrix for Organizational Cultural Strength

Component Matrix		
	Component	
	1	2
Diverse perspectives and new approaches are encouraged and supported.	.856	.001
The organization utilises individual skills, strengths and abilities.	.768	.292
All employees understand and support the vision and strategy of the organization.	.720	-.267

The organizational culture is crucial for the organization to achieve its strategy.	-.034	.950
KMO = 0.601		

Table 4.48 indicates that there are two factors that are crucial in organizational cultural strength. The KMO for these factors is 0.601, which means that the factor analysis is suitable. These factors are:

- The organizational culture is crucial for the organization to achieve its strategy (factor loadings=0.950).
- Diverse perspectives and new approaches are encouraged and supported (factor loadings=0.768).

The implication of these results, with regards to job satisfaction levels of the employees, is that these two factors will have the most influence on improving employee job satisfaction and organizational cultural strength.

4.5.6. Multivariate Analysis: Principal Component Analysis for Employee Job Satisfaction

Table 4.49: Total Variance & Eigenvalues for Employee Job Satisfaction

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	3.918	48.970	48.970
2	1.250	15.621	64.591
3	.857	10.717	75.309
4	.616	7.700	83.009
5	.528	6.599	89.608

The results below reveal 2 factors out of 4 that are significant employee job satisfaction levels. These factors account for 64.6% of the variation in this dimension.

Table 4.50: Component Matrix for Employee Job Satisfaction

Component Matrix		
	Component	
	1	2
Working conditions in the company are satisfactory.	.666	.016
Remuneration is according to job level and on par for the salary bands in Richards Bay area.	.669	.472
The company provides satisfactory benefits (leave, sick-leave, pension, medical).	.576	.639
I am satisfied with my job security given current market and economic conditions globally.	.615	.251
The company recognizes and acknowledges your work.	.821	-.053
You have a good working relationship with your supervisor and co-workers.	.680	-.461
In your job, you have the opportunity to utilize your skills and knowledge.	.701	-.573
Employees are treated fairly in the organization.	.831	-.108
KMO = 0.762		

Table 4.50 indicates that there are two factors that are crucial in change management processes. The KMO for these factors is 0.762, which means that the factor analysis is suitable. These factors are:

- The organizational culture is crucial for the organization to achieve its strategy (factor loadings=0.950).
- Diverse perspectives and new approaches are encouraged and supported (factor loadings=0.768).

The implication of these results, with regards to job satisfaction levels of the employees, is that these two factors will have the most influence on improving employee job satisfaction.

4.6. Relationship between Organizational Culture and job Satisfaction

Table 4.51: Pearson Correlation for Employee Job Satisfaction and Organizational Culture

			Organizational Culture			
			Diverse perspectives and new approaches are encouraged and supported.	The organization utilises individual skills, strengths and abilities.	All employees understand and support the vision and strategy of the organization.	The organizational culture is crucial for the organization to achieve its strategy.
Job Satisfaction	Working conditions in the company are satisfactory.	Pearson Correlation	.441**	.369**	.252*	.206
		Sig. (2-tailed)	.000	.003	.044	.102
		N	64	64	64	64
	Remuneration is according to job level and on par for the salary bands in Richards Bay area.	Pearson Correlation	.426**	.445**	.231	.163
		Sig. (2-tailed)	.000	.000	.066	.197
		N	64	64	64	64
	The company provides satisfactory benefits (leave, sick-leave, pension, medical).	Pearson Correlation	.272*	.407**	.066	.273*
		Sig. (2-tailed)	.030	.001	.603	.029
		N	64	64	64	64
	I am satisfied with my job security given current market and economic conditions globally.	Pearson Correlation	.384**	.467**	.268*	.072
		Sig. (2-tailed)	.002	.000	.032	.572
		N	64	64	64	64
	The company recognizes and acknowledges your work.	Pearson Correlation	.454**	.645**	.150	.038
		Sig. (2-tailed)	.000	.000	.237	.764
		N	64	64	64	64
	You have a good working relationship with your supervisor and co-workers.	Pearson Correlation	.294*	.538**	.247*	-.032
		Sig. (2-tailed)	.018	.000	.049	.805
		N	64	64	64	64

In your job, you have the opportunity to utilize your skills and knowledge.	Pearson Correlation	**.440****	**.477****	**.329****	.113
	Sig. (2-tailed)	.000	.000	.008	.373
	N	64	64	64	64
Employees are treated fairly in the organization.	Pearson Correlation	**.617****	**.615****	**.353****	.126
	Sig. (2-tailed)	.000	.000	.004	.321
	N	64	64	64	64

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

A Pearson Correlation was carried out between the organizational cultural strength dimension and job satisfaction, to determine whether there was a relationship between organizational culture and job satisfaction. From table 4.51 it can be seen that the majority of associations between the measures of organizational culture and job satisfaction have, at a minimum, a moderate correlation. The first two measures for organizational culture have a significant correlation with all the measures of job satisfaction. Only two measures of job satisfaction do not have a significant relationship with the third measure of organizational culture. The last measure for organizational culture only has one significant relationship with job satisfaction. These correlations are significant at the 0.05 level (2-tailed) or at a 95% confidence level.

4.7. Comparing Job Satisfaction Levels for Job Categories

4.7.1. Bargaining Category Employees

Table 4.52: Total Variance & Eigenvalues for Bargaining Category Employees

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	2.712	33.894	33.894	2.712	33.894	33.894
2	1.943	24.287	58.182	1.943	24.287	58.182
3	1.090	13.620	71.802	1.090	13.620	71.802

The results below reveal 3 factors that are significant in determining job satisfaction levels among the bargaining category employees. These factors account for 71.8% of the variation in this dimension (see table 4.52.).

Table 4.53: Component Matrix for Bargaining Category Employees

	Component		
	1	**2**	**3**
Working conditions in the company are satisfactory.	.430	-.254	.758
Remuneration is according to job level and on par for the salary bands in Richards Bay area.	.327	.560	.578
The company provides satisfactory benefits (leave, sick-leave, pension and medical).	.236	.851	-.192
I am satisfied with my job security given current market and economic conditions globally.	.562	.573	-.236
The company recognizes and acknowledges your work.	.852	.127	.004
You have a good working relationship with your supervisor and co-workers.	.479	-.415	-.113
In your job, you have the opportunity to utilize your skills and knowledge.	.669	-.540	-.144
Employees are treated fairly in the organization.	.804	-.180	-.236

Table 4.53 indicates that there are three out of the eight factors that are crucial in job satisfaction levels among the bargaining category. These factors are:

- The company recognizes and acknowledges your work (factor loadings=0.852).
- The company provides satisfactory benefits (leave, sick-leave, pension, medical) (factor loadings=0.851).

- Employees are treated fairly in the organization (factor loadings=0.804).

These results imply that, since these three factors account for 71.8% of the variations in the job satisfaction levels of bargaining category employees, these are the factors to be first improved to improve the job satisfaction of those employees.

4.7.2. Supervisory and Specialist Category Employees

Table 4.54: Total Variance & Eigenvalues for Supervisory and Specialist Category Employees

Total Variance Explained			
Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	**4.617**	**57.714**	**57.714**
2	**1.084**	**13.546**	**71.260**

The following results reveal 2 factors that are significant in determining job satisfaction levels in the supervisory category of employees. These factors account for 71.2% of the variation in this dimension.

Table 4.55: Component Matrix for Supervisory and Specialist Category Employees

Component Matrix		
	Component	
	1	2
Working conditions in the company are satisfactory.	.745	.452
Remuneration is according to job level and on par for the salary bands in Richards Bay area.	.753	.526
The company provides satisfactory benefits (leave, sick-leave, pension, medical).	.654	.160
I am satisfied with my job security given current market and economic conditions globally.	.714	-.087

The company recognizes and acknowledges your work.	.773	-.287
You have a good working relationship with your supervisor and co-workers.	.806	-.392
In your job, you have the opportunity to utilize your skills and knowledge.	.737	-.546
Employees are treated fairly in the organization.	.876	.189

Table 4.55 indicates that there are two factors that are crucial in employee job satisfaction among the supervisory and specialist category employees. These factors are:

- You have a good working relationship with your supervisor and co-workers (factor loadings=0.806).
- Employees are treated fairly in the organization (factor loadings=0.876).

The implication of these results is that the supervisor and specialist category employees value being treated fairly and their working relationship with supervisors and colleagues. These two factors should be improved first to improve job satisfaction levels of those employees.

4.7.3. Management Category Employees

Table 4.56: Total Variance & Eigenvalues for Management Category Employees

Total Variance Explained			
Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	6.619	82.733	82.733
2	1.381	17.267	100.000

Table 4.56 reveals that there are two factors that are significant in determining job satisfaction levels among management categories of employees. These factors account for 100% of the variation in job satisfaction among management.

Table 4.57: Component Matrix for Management Category Employees

Component Matrix		
	Component	
	1	2
Working conditions in the company are satisfactory.	.995	.095
Remuneration is according to job level and on par for the salary bands in Richards Bay area.	.815	-.580
The company provides satisfactory benefits (leave, sick-leave, pension, medical).	.910	-.416
I am satisfied with my job security given current market and economic conditions globally.	.416	.910
The company recognizes and acknowledges your work.	.995	.095
You have a good working relationship with your supervisor and co-workers.	.995	.095
In your job, you have the opportunity to utilize your skills and knowledge.	.995	.095
Employees are treated fairly in the organization.	.995	.095

Table 4.57 indicates that there are two factors that are crucial in employee job satisfaction among the management category employees. These factors are:

- Working conditions in the company are satisfactory (factor loadings=0.995).
- Remuneration is according to job level and on par for the salary bands in Richards Bay area (factor loadings=0.815).

The management category employees value their working conditions and remuneration must be according to pay scales for their level. These two factors should be improved first to improve job satisfaction levels of those employees.

4.8. Summary

This chapter presented the results of the survey that was conducted. Section 4.3 summarised the demographic information of the respondents. Section 4.4 presented the descriptive statistics in the form of frequency tables and graphs. The principal component analysis was covered in sections 4.5 and 4.6. Establishing whether there was a relationship between organizational culture and job satisfaction was done in section 4.7. The researcher compared the employee job satisfaction levels of the different job levels in section 4.8. Chapter five will discuss the findings of the research project with regard to the objectives, and recommendations will also be presented.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSIONS

5.1. Introduction

The previous chapter presented the findings of the research study. In this chapter the implications of the study will be discussed. The chapter also discusses the findings of the research project, makes recommendations arising from the study and will also make recommendations for future studies.

5.2. Problem

This study focused on understanding the organizational culture and job satisfaction at Tronox KZN Sands – CPC site. The organization first needed to understand the current organizational culture and job satisfaction at the business unit. Only then would it be in a position to understand how its culture and employee job satisfaction can be leveraged to improve its performance. The associated findings for the objectives are:

5.2.1. Objective 1: To conduct an assessment of the organizational culture at Tronox KZN Sands – CPC Site.

Only 51.6% of employees felt that they were flexible and adaptable to changes. Not all employees understood the need for change in the organization (17.2%) and felt that the change management process wasn't clearly explained to all employees (32.8%). A majority of the respondents also felt that changes occur too quickly in the organization and cause too much disruption.

For organizational goal achievement, the majority of respondents agreed that goals were clearly defined, realistic and stretch targets. However, a number of respondents felt that they were not being measured and rewarded according to their goal achievement.

Respondents indicated that cross functional teamwork is a possible area that can be improved to leverage performance against the various teams. A marginal majority felt that cross functional teamwork is being promoted in the organization. Helping employees understand what is expected of them and why they should work as teams can also be used to leverage performance. This can also be transferred to managers, to reduce their working in isolation. The organization is customer-driven based on the responses received. An area to focus on is the process that handles customer complaints.

The organization overwhelming believed that organizational culture is vital for the organization to achieve its strategy. The use of individual development plans can help both the organization and the individual by identifying opportunities to take advantage of individual skills, strengths and abilities.

The findings of this study confirmed and strengthened previous findings put forward by Shahzad (2012) and Kotter (2012), in that employees agreed that organizational culture was vitally important. Results from the study confirmed that employees believed that organizational culture could be used to leverage organizational performance.

This study further validated the use of the Organizational Culture Assessment Questionnaire to study and understand an organization's culture (Sashkin & Rosenbach, 2013). The five functions identified in the questionnaire, (managing change; achieving goals; coordinating teamwork; building a strong culture; and

customer orientation) were successfully used to evaluate the organizational culture at Tronox KZN Sands – CPC Site.

Based on the responses, the overall organizational culture at Tronox KZN Sands – CPC site is positive based on the responses. For all five functions of organizational culture, the overall responses were positive. From the study, areas to improve the organizational culture at Tronox KZN Sands – CPC site have been identified.

5.2.2. Objective 2: To determine the job satisfaction levels of the employees at Tronox KZN Sands – CPC Site.

There were a number of positive aspects that arose from the employee job satisfaction study. Employees were generally happy with the working conditions, their working relationships with their supervisors and colleagues and opportunities to utilise their skills and knowledge. There was a marginal positive majority for remuneration, company benefits, job security, recognition for performance and fair treatment of employees. The findings of the study, with regard to job satisfaction, corroborated the research done by the Society for Human Resource Management (SHRM, 2015).

The principal component analysis for employee job satisfaction highlighted that two factors accounted for 64.6% of variation for this dimension. The two factors were that the company recognizes and acknowledges your work, and employees are treated fairly in the organization.

5.2.3. Objective 3: To investigate the relationship between the organizational culture and job satisfaction levels at Tronox KZN Sands – CPC Site.

The Pearson correlation indicated that there was a relationship between organizational culture and job satisfaction when their respective measures were compared. This is vital in that it shows clearly that organizational culture has an impact on the organization's job satisfaction. This correlation clearly demonstrated that a strong positive organizational culture will improve employee job satisfaction levels. These findings validated the outcomes of research by Javed, Balouch and Hassan in 2014 as well as Sempane, Rieger and Roodt in 2002. Furthermore, these findings re-iterate the impact of the employees' job satisfaction and motivation levels on the organization's competitiveness (Gabcanova, 2011).

5.2.4. Objective 4: To compare the job satisfaction levels of bargaining category employees with that of the management and specialist category employees in the organization.

The principal factor analysis for job satisfaction was carried out for each job level: bargaining category; supervisory and specialist category; and management category. The factor analysis revealed which factors accounted for the largest variation for each job level.

The factors influencing bargaining category employees' job satisfaction were:

- The company recognizes and acknowledges your work (factor loadings=0.852).
- The company provides satisfactory benefits (leave, sick-leave, pension, medical) (factor loadings=0.851).
- Employees are treated fairly in the organization (factor loadings=0.804).

Bargaining category employees' job satisfaction can be strengthened or weakened through inconsistent application of organizational policies and not recognising and acknowledging their efforts within the organization. They also felt that satisfactory employee benefits influenced their job satisfaction. These findings validate Maslow's Hierarchy of Needs, as the lower level employees are still satisfying their basic needs (safety and physiological) (Maslow, 1997; Robbins et al., 2009). Additionally, these findings confirm Hertzberg's Two Factor Theory, in that bargaining unit employees are satisfying their extrinsic needs, therefore they will not have attained job satisfaction (Sarwar & Abugre, 2013).

The factors influencing supervisory and specialist category employees were:

- You have a good working relationship with your supervisor and co-workers (factor loadings=0.806).
- Employees are treated fairly in the organization (factor loadings=0.876).

The supervisory and specialist category employees are more focussed on satisfying their higher psychological needs of building working relationships with colleagues and supervisors. They also indicated that they want to be treated fairly in the organization which will create a sense of belonging and being part of the organization.

The factors influencing management category employees were:

- Working conditions in the company are satisfactory (factor loadings=0.995).
- Remuneration is according to job level and on par for the salary bands in the Richards Bay area (factor loadings=0.815).

Factors influencing employees in the management category related to their satisfying their need for esteem. Knowing they were being paid on par with their peers will create a sense of accomplishment and that their efforts were being appreciated. This also validates Maslow's Hierarchy of Needs (Robbins et al., 2009).

5.3. Implications of the Research

This study focused on conducting an assessment of the organizational culture and job satisfaction at Tronox KZN Sands – CPC site. Furthermore, it also investigated whether there is a relationship between organizational culture and job satisfaction.

When considering each factor for each of the functions for organizational culture, the responses were largely positive. Job satisfaction level responses were also positive. Areas to focus on were identified so that the business unit can leverage its culture and job satisfaction to improve organizational performance. The study also concluded that there is a relationship between the organizational culture and employee job satisfaction at Tronox KZN Sands – CPC site.

5.4. Recommendations from Research

The change management process in the organization needs to be reviewed. The respondents indicated in the survey through their marginally positive responses for some of the measures that they were not happy with this process. They also felt that change occurs too quickly and causes too much disruption. During this review, the organization should focus on the communication channels followed to ensure that the case for change, and steps and milestones during the change process, are clearly understood. Sessions to allow employees to voice their concerns and perceptions of risks will also improve the process. The organization should assess its customer complaints process to ensure that complaints are resolved quickly and to prevent future recurrences.

For job satisfaction, there was a marginal positive majority for remuneration, company benefits, job security, recognition for performance and fair treatment of employees.

Given the current global economic and market conditions, the organization has a very limited influence on the job security of its employees. The employees can take cognizance of the recent capital outlay of $225 million for the construction of Fairbreeze mine (Tronox, 2015b) as this should give them some positive indications of the company's future prospects.

The company needs to carry out a benefits and employee remuneration bench-marking exercise to compare itself with local industries. This will ensure that the company remains competitive and retains its employees.

The leadership team at Tronox KZN Sands – CPC site needs to hold discussion sessions with supervisors regarding recognition for excellence. They need to emphasize to supervisors why recognition is so important. They can also communicate the various ways to give recognition, including emails, acknowledgment during meetings, vouchers, display boards highlighting excellence and informal, individual congratulations.

5.5. Recommendations for Future Studies

This study was focused on the operations at Tronox KZN Sands – CPC site. This was based on the closure of the Hillendale mine and the new operations at Fairbreeze mine. The changing operating conditions and associated staff turnover and changes at the mining operations had resulted in a varying workforce. The study was therefore only focused on the CPC site. A further study could examine the Fairbreeze mining operations, as well as Tronox's heavy minerals operations on the west coast of South Africa.

Future studies can also compare the relationship between organizational culture and organizational performance for each of the different operations for Tronox in South

Africa (Fairbreeze mine, Central Processing Complex, Namakwa mining and Namakwa processing operations).

5.6. Summary

Chapter five presented the conclusions and recommendations for this research project. The objectives of the study were to understand the organizational culture and job satisfaction at Tronox KZN Sands – CPC site as well as to determine whether there is a relationship between organizational culture and job satisfaction. Based on the findings of the research project, recommendations were put forward. Finally, an area of future studies was also identified and suggested.

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APPENDIX A

Dear Colleagues,

You are invited to participate in a survey about organizational culture and job satisfaction at Tronox KZN Sands. In this survey, you will be asked to complete a survey that asks questions about your views on organizational culture and job satisfaction at Tronox KZN Sands. It will take approximately ten minutes to complete the questionnaire.

Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. It is very important for us to learn your opinions.

All survey responses will be treated as strictly CONFIDENTIAL. The data derived from this survey will be aggregated and reported as such only. Your information will remain confidential at all times. If you have questions at any time please feel free to contact Dharma Reddy (035 902 7265) or by email dharma.reddy@tronox.com.

Your time and support in completing this survey is greatly appreciated.   Please start with the survey now by clicking on the
Continue button below.

Kind Regards,

Dharma Reddy

Ethical Clearance: Human & Social Sciences Research Ethics Committee Contact Person: Mariette Snyman
Tel: 031 260 8350/4609
Email: Snymanm@ukzn.ac.za

CONSENT

By clicking the 'I Agree', you are declaring that your participation in this study is entirely voluntary and that you have been made aware of the purpose of this study and the fact that you may withdraw at any time without any conditions attached.

☐   I Agree

Questionnaire on Organizational Culture and Job Satisfaction at Tronox KZN Sands

(Please select the most appropriate answer)

No	Questions	<10 years	10-19yrs	20-29yrs	>30yrs
1	Your years of service				

No	Questions	High School	Matric	Diploma	Degree
2	Your academic level				

No	Questions	Bargaining Unit	Supervisory or Specialist	Management	MANCOM
3	Your Job Level				

No	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
4	*CHANGE MANAGEMENT PROCESS IN THE ORGANIZATION*					
	Employees are flexible and adaptable when changes are necessary.					
	Employees understand the need for change in the organization.					
	The change management process is clearly explained to all employees					
	Most employees believe that change happens too quickly and causes too much disruption.					
	Employees believe they can influence or affect their work place through their ideas and involvement.					
5	*ORGANIZATIONAL GOAL ACHIEVEMENT*					
	Individual and team goals are clearly defined.					
	Goals for teams and individuals are realistic, stretch targets.					
	Individuals and teams are measured and rewarded according to how well goals are achieved.					
	The organization strives for continuous improvement through goal setting.					
6	*CO-ORDINATED TEAMWORK IN THE ORGANIZATION*					
	Cross functional teamwork is promoted.					
	Employees know what is expected of them and understand their impact on the rest of the organization.					
	Employees believe in working together.					
	Managers at all levels work together as a team to achieve results for the organization.					
7	*CUSTOMER ORIENTATION AND FOCUS*					
	The organization focuses on meeting the needs of the customer.					
	Employees often see customer and client problems as someone else's responsibility.					
	Innovation and improvement focuses on the customer's needs.					

	Customer complaints are resolved timeously and to the customer's satisfaction.					
8	*ORGANIZATIONAL CULTURAL STRENGTH*					
	Diverse perspectives and new approaches are encouraged and supported.					
	The organization utilises individual skills, strengths and abilities.					
	All employees understand and support the vision and strategy of the organization.					
	The organizational culture is crucial for the organization to achieve its strategy.					
9	**EMPLOYEE JOB SATISFACTION LEVELS**					
	Working conditions in the company are satisfactory.					
	Remuneration is according to job level and on par for the Salary bands in Richards Bay area.					
	The company provides satisfactory benefits (leave, sick-leave, pension, medical).					
	I am satisfied with my job security given current market and economic conditions globally.					
	The company recognizes and acknowledges your work.					
	You have a good working relationship with your supervisor and co-workers.					
	In your job, you have the opportunity to utilize your skills and knowledge.					
	Employees are treated fairly in the organization.					

APPENDIX B

COMPANY CONSENT LETTER

18 March 2016

Dear Mr Poorun

I am currently carrying out a research project for my Masters in Business Administration through the University of Kwazulu Natal (UKZN).

I will be conducting a study into the Organisational Culture and Job Satisfaction at Tronox KZN Sands (Central Processing Complex site), subject to the approval of the UKZN ethical clearance process.

I require your permission to be allowed to conduct this study. This research study will be conducted via questionnaire. The questionnaire will be distributed electronically and will take approximately 10 minutes to complete. With your permission, the questionnaire will be distributed using the company's email system. Employee participation will be with their consent. All submissions from employees will be kept strictly confidential. The results of the study will be available in the form of a research report to all participants.

Kindly confirm that permission to conduct the study amongst the employees of Tronox KZN Sands CPC site is granted by signing this gatekeeper letter at the bottom.
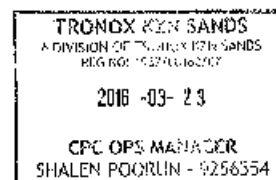
Thanking you in advance for your assistance.

Regards

███████████████

Dharma Reddy

Permission Granted: Yes / No

███████████████████

Central Processing Complex Site Manager

Tronox KZN Sands

TRONOX KZN SANDS
A DIVISION OF TRONOX KZN SANDS
REG NO: 1937/000207

2016 -03- 2 3

CPC OPS MANAGER
SHALEN POORUN - 9256554

APPENDIX C

04 May 2016

Mr Dharma Vanoogopaul Reddy (213569334)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Reddy,

Protocol reference number: HSS/0415/016M
Project title: Organisational Culture and Job Satisfaction at Transet KZN Sares (CPC Site)

Full Approval – Expedited Approval
With regards to your application received on 20 April 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and FULL APPROVAL for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, **Title of the Project, Location of the Study, Research Approach and Methods** must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

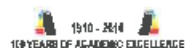I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr E Mutambara
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

APPENDIX D

Turnitin Originality Report

Dissertation 2016 D Reddy   by Dharma Reddy

From Final Chapter (Dissertation)

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14	< 1% match (student papers from 27-Oct-2014) Submitted to University of KwaZulu-Natal on 2014-10-27
15	< 1% match (Internet from 26-May-2015)

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